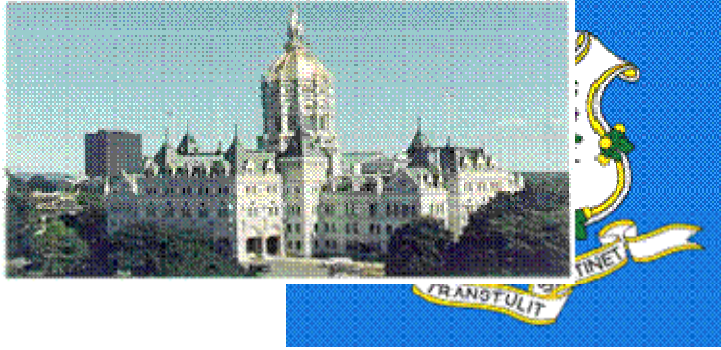
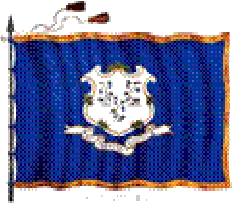


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Workforce

Annual Report



July 2004 - July 2005

Investment Act

October 2005

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Governor's Initiatives

Connecticut has continued to offer and build upon numerous workforce initiatives established in previous years. During Program Year 2004 (PY04), numerous local pilot programs expanded and became available in additional areas in Connecticut. In addition, the increased availability of programs geographically led to the offering of expanded activities under certain programs. The continuous commitment of workforce investment partners to meet WIA goals, coupled with new developments statewide, brought improved services for participating individuals.

The Jobs Funnel

The Jobs Funnel projects represent a joint, public-private effort to create career opportunities in the construction trades for city residents. In addition to the State, partners in the Hartford area include the City of Hartford, Northeast Utilities, the Hartford Foundation for Public Giving, Capital Workforce Partners and several trade unions.

The Jobs Funnel has provided services including education and training, case management, and job placement to approximately 4,000 individuals. A total of 750 have been placed in union and non-union construction jobs at an average starting hourly wage of \$16.

Career Ladder Pilot Programs (Information Technology, Healthcare, Childcare)

Connecticut Public Act 03-142, An Act Concerning Career Ladder Programs, required the development of a plan for establishing a continuum of educational and training programs leading to career advancement in occupations with projected workforce shortages as forecasted by the Office for Workforce Competitiveness (OWC). Childcare, nursing and information technology (IT) were three fields initially identified as facing occupational demand.

Health Care Career Ladder Initiatives have been established to pilot innovative strategies in the health care and early care and education fields as follows:

Allied Health Training Academy

The proposed pilot program is designed to provide a "bridge" for certified nursing assistants (CNAs) to prepare them for continued study in a more advanced allied health or related field. Twenty-five currently employed CNAs with a high school diploma or GED were chosen to participate in the pilot program. Participants in this pilot take part in a strong educational component that will earn students college credits applicable to continued study as well as specialized employability skills training applicable to their field of study.

Summer Internship Program

The goal of this pilot is to provide scholarships for the Eastern CT Health Network Summer Internship Program for eight student nurses to ease the financial burden of participating in this program. In particular, this project will provide opportunities for students to explore a variety of hospital nursing positions and build practical experience in high need areas.

The summer interns participate in two weeks of intensive orientation. During the third week, participants begin functioning in their student nurse role under the supervision of their preceptor.

Online Perioperative Nursing Course

In order to maintain a pool of qualified operating nurses to address the future critical nursing shortage, Charter Oak State College in collaboration with the CT League of Nursing (CLN) and the CT Hospital Association is developing an online course to train nurses for work in perioperative care. Charter Oak will develop the cognitive segments of the curriculum for online delivery and work through CLN and hospitals to provide on-the-ground, clinical components.

Early Care and Education

The Early Care and Education (ECE) Subcommittee recommended further investigation and support for the following strategies:

ECE Career Ladder Initiative

This initiative is based on four basic program components:

- a. Individual scholarships for tuition, books or assessment fees.
- b. Education: Participants must complete a certain amount of coursework (credit and non-credit) during a prescribed contract period.
- c. Compensation after completing educational requirement, participants are eligible for increased compensation in the form of a bonus or raise.
- d. Commitment: participants honor their commitment to stay in their childcare program or the field for at least six months.

Connecticut Women's Education and Legal Forum (CWEALF) staff worked in collaboration with the Department of Social Services and the ECE Subcommittee to develop a Request for Interested Centers to solicit participants for this initiative. A bidder's conference was held to answer questions and promote interest in the initiative. Three applicant centers were chosen (West Haven Child Development, Mt. Olive and Thames Valley Council for Community Action) by a review team to participate in

the project. With CT Charts a Course as the project grantee, the needs of individual workers for education and training were identified and plans to meet goals were developed.

ECE Research Initiative

The goal of this initiative is to document the compensation, benefits, turnover and credentials of the current workforce statewide. The Center for Survey Research & Analysis (CSRA) at the University of Connecticut was responsible for conducting the research through June 2005. A final report will be available in October 2005.

Connecticut Career Choices

Connecticut Career Choices (CCC) is the educational component of a statewide strategic plan to develop Connecticut's technology workforce and enable the state to realize its potential as a leader in the knowledge economy. This initiative focuses on fostering students' interest in technology careers, adapting existing curriculum to industry-recognized skill standards in specific areas (for example, IT skill standards developed by the National Workforce Center for Emerging Technologies, and health/medical skill standards developed by the National Consortium on Health Science and Technology Education) and creating greater ties between technology businesses and education.

New directions for CCC in the coming year include:

- A closer working relationship with the State Department of Education to develop curriculum in science, technology, engineering, and math using the Connecticut Educational Network as a delivery mechanism;
- Continued work with students and teachers from former pilot site schools, including offering experiential learning opportunities linked to IT and health/medical curriculum;
- Providing access to online educational environments for course curriculum and instructional resources;
- Grant programs focused on development of a core science teachers/leaders group and science curriculum and implementation of a three-course science and technology sequence articulated to the community college system; and
- A statewide IT research and development competition called the Connecticut Innovation Challenge.

Connecticut Youth Vision Team

“Creating a collaborative, sustainable, and performance-focused system that prepares Connecticut's most at-risk youth for success in the global demand-driven economy, in their families, and in their communities.”

This is the vision statement of Connecticut's Youth Vision Team (YVT), an initiative originated at the federal level as a collaborative effort between the Departments of Labor (Employment and Training Administration), Education (Office of Vocational and Adult Education), Health and Human Services (Children's Bureau), and Justice (Office for Juvenile Justice and Delinquency Prevention). USDOL ETA is now acting as the lead agency. The purpose of the Youth Vision Team initiative is to implement the principles of the ETA's strategic vision in each state. That vision reflects the Bush administration's principles for changes in youth services as articulated in the impending reauthorization of WIA, and is summarized by ETA in two parts:

- Out-of-school youth and those most at risk of dropping out are an important part of the new workforce "supply pipeline" needed by businesses to fill job vacancies in the knowledge economy.
- WIA-funded youth programs will provide leadership by serving as a catalyst to connect these youth with quality secondary and postsecondary educational opportunities and high-growth and other employment opportunities.

On May 25, 2005, the newly formed Connecticut Youth Vision Team met for its first session. The focus for the session was "creating a collaborative approach to prepare youth for success in a global, demand-driven economy." Attendees included representatives from the Bureau of Rehabilitation Services, the Departments of Children and Families, Education, Labor, and Social Services, the Office of Policy and Management, the Office for Workforce Competitiveness, the co-chairs of the Connecticut Employment and Training Commission Youth Committee, the Court Support Services Division of the Judicial Branch, local workforce investment boards, the Deputy Chief Court Administrator for the Judicial Branch, and the Governor's Senior Advisor for Early Childhood. The goal of the session was to work toward:

- A shared understanding of the new youth vision and state level work done to date;
- Identification and agreement on a statewide vision and overarching goals/priority areas for addressing the vision;
- Mapping of resources and establishment of an ongoing process to identify and analyze assets in order to make informed decisions;
- Agreement on a youth development cross-agency state team and identification of initial operating procedures; and
- Agreement on next steps.

At this initial meeting, YVT members clearly expressed their belief that the most appropriate vehicle for achieving their objectives already exists in the form of the Connecticut Employment and Training Commission (CETC) and its Youth Committee. The CETC Youth Committee, in turn, felt that the new Youth Vision Team offered a significant opportunity to strengthen its capacity for facilitating inter-agency planning

and collaboration, including exploration of possibilities for leveraging resources for improved delivery of services to youth. Incorporation of this team and its function into the CETC Youth Committee also accomplishes the team-expressed goal of “institutionalizing” the youth vision in Connecticut.

As a result of discussions, three basic tasks emerged to be accomplished by small working groups during the summer of 2005:

- Refining and articulating a youth vision for Connecticut;
- Identifying key priorities and goals; and
- Continuing the resource mapping activity that was begun at the May session.

Following the groundbreaking work of those involved in the initiative, the CETC Youth Committee approved the following motion:

That the Youth Vision Team function and activities be incorporated under the CETC Youth Committee’s purview, that the Youth Committee assume primary responsibility for leadership of the YVT in Connecticut, and that staff work in support of the YVT be conducted primarily by Youth Committee staff. The YVT needs to remain a separate entity, rather than blending its membership with that of the Youth Committee, and so it is further recommended that the YVT become a sub-committee, making regular reports to inform the Youth Committee of its work and progress.

Future meetings of the full team will be held regularly and ongoing work will be planned.

Discussion of the Cost of Workforce Investment Activities

The end of PY 04 marked the completion of two full years of Connecticut’s Workforce Investment Act (WIA) system operating with five local areas. Despite the fact that these areas are still adjusting to the new configurations, they performed magnificently during PY 04. This success has come while the state and local areas are also attempting to incorporate common measures into WIA, as well as prepare for WIA reauthorization.

During the past year, Connecticut served 5,041 individuals while expending \$21,976,462 in WIA funds.

Provided in the following pages is information on activities and expenditures over the past program year (July 1, 2004 through June 30, 2005) for each funding stream. Tables included in this section of the report contain information regarding “participants served” and “participants exited”. “Participants served” refers to the number of WIA registrants who received a service during program year 2004. “Participants exited” are the number of WIA registrants who received a service and exited from the WIA program at some point during PY 04.

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 04 was predominantly female (69.1%) ranging in age from 22 to 44 (70.6%). The adult minority population increased from 59.5% in PY 03 to 63.4% during PY 04. Additionally, 21.4% were single parents and 13.7% were dropouts, while most of the high school graduates also had employment difficulties. Local areas did an excellent job of placing individuals in employment, as more than 78% had entered employment at the time of exit. These participants were provided with 1,963 (33.3%) core services, 2,430 (41.2%) intensive services and 1,506 (25.5%) training services.

Local Adult: PY04 Participants Served and Cost Per Expenditures

\$5,371,211

Participants Served	1867	Cost Per Participant	\$2,877
Participants Exited	602	Cost Per Exiter	\$8,922

Local Adult: PY 03 Participants Served and Cost Per Expenditures

\$4,404,994

Participants Served	1632	Cost Per Participant	\$2,699
Participants Exited	616	Cost Per Exiter	\$7,151

Local Adult: PY 04 versus PY03 Types of Activities

Total	<u>Core*</u>	<u>Intensive</u>	<u>Training</u>	
PY03	1923	2111	1110	5144
PY03 % of Total	37.4%	41.0%	21.6%	
PY04	1963	2430	1506	5899

PY04 % of Total	33.3%	41.2%	25.5%	
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An analysis of the data for the PY 04 adults versus PY 03 shows cost per participant remaining similar to past history, while cost per exiter has risen. This may be an indication of longer periods of activity for WIA adults. We intend to examine lengths of program activity throughout WIA so that we can make a more accurate assessment of the trends in this area.

The types of activities offered during PY 04 versus PY 03 shows a slight downward trend in core services, while training services have increased. This increase in training services will be examined to determine how it is affecting cost per data, along with time spent in the program. The intensive services activity has remained relatively unchanged from PY 03.

Local Dislocated Workers

The dislocated worker population in PY 04 continued to include more women (54.5%) than men (45.5%). The ages of those in the program was heavily slanted towards those 30 to 54 (75.3%). We continue to serve minorities at the PY 03 rate of 36%. Over 30% of those individuals served were low income and almost 6% were single parents.

It was impressive that more than 85% of those exited during PY 04 had entered employment by the time of their exit. The types of services provided during PY 04 were similar to PY 03 with slight decreases in core services and slight increases in both intensive and training 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: PY04 Participants Served and Cost Per Expenditures

\$4,897,426

Participants Served	1702	Cost Per Participant	\$2,877
Participants Exited	676	Cost Per Exiter	\$7,218

Local Dislocated Workers: PY03 Participants Served & Cost Per Expenditures

\$3,679,977

Participants Served	1622	Cost Per Participant	\$2,269
Participants Exited	576	Cost Per Exiter	\$6,389

Local Dislocated Workers: PY 04 versus PY03 Types of Activities

	Total	Core*	Intensive *	Training
PY03	1768	2211	1044	5023
PY03 % of Total	35.2%	44.0%	20.8%	
PY04	1787	2536	1227	5550
PY04 % of Total	32.2%	45.7%	22.1%	

The dislocated worker program cost data for PY 04 versus PY 03 had similar results as the adult program. The cost per participant increased but remained under \$3,000 per participant, while the cost per exiter increased to over \$7,000. We believe the reason for these increased costs are longer and better training for participants and exiters, as is evidenced by our improved performance.

*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 PY04 WIA youth programs operated in Connecticut continued to lean more heavily in favor of females (54.8%), although the margin has fallen over the past two years. Additionally, over 80% of those served were between the ages of 16 and 21. The barriers faced by youth during PY04 included: 86% literacy skills deficient, almost 22% with a disability, and more than 10% pregnant or parenting youth.

Local Youth: PY04 Participants Served and Cost Per Expenditures

\$6,313,748

Participants Served	1472	Cost Per Participant	\$4,289
Participants Exited	648	Cost Per Exiter	\$9,743

Local Youth: PY 03 Participants Served and Cost Per Expenditures

\$6,976,647

Participants Served	1419	Cost Per Participant	\$4,917
Participants Exited	825	Cost Per Exiter	\$8,457

As in the adult and dislocated worker programs, costs per for youth have increased. This is due to local areas moving further towards a program targeted at serving out-of-school youth where program costs are substantially higher than they would be serving in-school youth.

Younger Youth Activities

<u>Total</u>	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	
PY03	2716	2392	699	5807
PY03 % of Total	46.8%	41.2%	12%	
PY04	1980	1689	564	4233

PY04 % of Total	46.8%	39.9%	13.3%	
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Older Youth Activities

	<u>Total</u>	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	
PY03	940	511	114	1565	
PY03 % of Total	60.1%	32.7%	7.2%		
PY04	997	451	28	1476	
PY04 % of Total	67.5%	30.6%	1.9%		

During the second year of the five-region format in Connecticut, local areas had more than 98% of their activities concentrated in work-related or academic areas. They have continued their efforts to meet the needs of youth, particularly in moving the program towards addressing the needs of out-of-school youth.

Performance Comparison

The table on the following page contains a performance comparison of PY04 to PY03. The end of PY04 marked the completion of two full years of operation of the five local workforce investment boards in Connecticut. The local boards overseeing the programs in these areas achieved outstanding success while continuing to move forward with changes affecting WIA programs. On a statewide basis, Connecticut met or exceeded minimum performance measures for all seventeen standards. Additionally, actual performance for PY04 exceeded PY03 actuals for sixteen of the seventeen WIA measures. The introduction of common measures and the move towards more out-of-school programs are challenges the boards in Connecticut are fully prepared to meet. We are particularly pleased at our success in meeting all earnings measures, as Connecticut is a state with traditionally high earnings that can be difficult to replace.

We look forward to our local areas continuing to educate, train and place individuals in skilled opportunities or jobs that can provide livable wages. We intend to continue this success while addressing the WIA reauthorization challenges expected during this coming year.

PY04 Actual versus PY03 Actual Performance

Increases in PY04 over PY03 actuals are indicated in bold type.

		<u>PY03 Actual Performance</u>	<u>PY04 Actual Performance</u>
ADULTS	Entered Employment	74%	78.4%
	Employment Retention Rate	82.7%	85.35%
	Earnings Change	\$2,679	\$3,397
	Employment & Credential Rate	68.8%	73.54%
DISLOCATED WORKERS	Entered Employment	84.7%	87.9%
	Employment Retention Rate	91.0%	91.63%
	Earnings Replacement	.78%	.87%
	Employment & Credential Rate	68.4%	73.93%
OLDER YOUTH	Entered Employment	59.56%	74.85%
	Employment Retention Rate	79.0%	83.78%
	Earnings Change	\$3,087	\$3,534
	Employment & Credential Rate	52.3%	61.84%
YOUNGER YOUTH	Retention Rate	77.7%	84.8%
	Skill Attainment Rate	80.5%	84.5%
	Diploma/ Equivalent Rate	62.1%	69.6%
SURVEY	Participant	69.0%	73.0%
	Employer	77.1%	72.63%

State Evaluations of Workforce Investment Activities

2004-2005 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).

This year's compliance monitoring results showed that continued improvements in financial and administrative controls have taken place throughout the state. A follow up of last year's review indicated that all findings and observations were corrected. Financial management, including allowable costs, cash management, financial reporting, audit requirements, procurement and property controls, was adequate.

Eligibility verification in WIA adult, youth and dislocated worker client files, with one exception, was complete and well documented in all five workforce investment boards in accordance with WIA regulations. State TANF-Jobs First Employment Services (JFES) client files, reviewed for completeness of information and conformance with JFES program policies and procedures, have shown continuous improvement.

In comparing the 2003-2004 and 2004-2005 reviews for compliance with the USDOL Uniform Administrative Requirements, this year has shown continued improvement in adopting and following WIA policies and procedures, conforming with 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.

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

Also during PY04, Connecticut Department of Labor monitors conducted data validation reviews in all five workforce investment board areas. The monitors completed a review of data from Program Year 2003. A total of 905 records were examined during the data validation reviews.

Performance Management System

Connecticut's primary source of data and information relating to WIA clients and WIA reports is the *CTWorks* Business System (CTWBS). Standardized reports for routine review of demographic and funding source information are produced by the system and

available on-line. Ad hoc queries and reports derived from real-time data from a broad range of service providers can also be created.

The *WIA Quarterly Overview of 17 Core Performance Measures*, which tracks state and regional progress toward program performance targets, continues to be developed and published by the Performance Measurement Unit. Additionally, other management reports including an internal set of “interim reports” are created. The *Interim Reports* allow local workforce investment boards (WIBs) to review client records and indicate which criteria may be missing for a participant or may be necessary for a particular measure. This method of informing boards about the status of clients in relation to the core measures has had a tremendous impact on results.

The Connecticut Department of Labor’s WIA Administration Unit and Performance Measurement Unit worked together to complete USDOL’s WIA data element validation requirements. For PY04, Connecticut utilized the latest data validation tools provided by USDOL to verify the WIA Standardized Record Data (WIASRD) file and produce the measurement and validation results. Wage records from WRIS continue to be incorporated into annual performance calculations.

DOL provides data requested or required by employment and training program administrators, legislators, state agencies, committees, and other entities. A formal process is maintained for periodically reporting data required by USDOL. The primary objective is to serve the needs of various programs by maintaining reports and addressing innovation goals.

Excerpt From “An Impact Evaluation of Workforce Development Activities”

The following excerpt is from “An Impact Evaluation of Workforce Development Activities.” The report is the result of a study conducted by DOL’s Office of Research and Performance Measurement Unit and the University of Connecticut Center for Economic Analysis.

Executive Summary

Goals of the Study

This study provides an evaluation of the Wagner-Peyser (W-P) program in the State of Connecticut. Since these services are focused on improving employability and earnings in the labor market, the evaluation focuses on employment and earnings as program outcomes. The evaluation also provides a description of the characteristics of service recipients and the types of services received. This study is also intended to serve as a prototype of an approach that would help unify research results across various analyses conducted for employment and training programs in the Workforce Investment System. While strictly duplicate evaluations of every program may not be feasible, the use of common measures will facilitate comparisons of program outcomes while informing continuous improvement efforts. As with the Common Measures proposed at the

national level, using similar measures and evaluation processes for a variety of programs can be beneficial for the Workforce Investment System whose aim is to supply a high level of service coordination.

Major Findings

General

- The Wagner-Peyser program in Connecticut serves a large number of registrants and provides an enormous number and variety of employment services. In calendar year 2001, there were 89,868 new registrants into the program of which 67,420 (75%) received 299,406 distinctly recorded services categorized under more than four dozen activities. This only accounts for individuals who were new registrants to the program in calendar year 2001 and completed using the services by the end of June in 2002. Other clients who had initially registered earlier or whose use of services ended later would further raise the counts of total registrants and services delivered.
- Wagner-Peyser services make a difference. Those registrants who received services had employment rates that were as much as 15 percentage points higher, and estimated annual earnings gains as much as \$3,775 higher, than those who did not receive services. Applied to the 2001 study population as a whole, this meant as many as 10,000 more persons got jobs and as much as \$255 million in greater earnings were realized as a result of the Wagner-Peyser program. Considering that limited W-P resources require that services are directed to those that need them most, the superior outcomes achieved by those who receive services compared to persons who are considered more likely to more readily obtain work makes these results even more notable.
- Among the wide variety of services offered, three were consistently associated with better outcomes for program participants: direct referrals to permanent jobs, the use of self-service resources by some participants, and the provision of labor market information to job seekers.
- Direct referrals to existing jobs are arguably the best employment related service that can be provided to a job seeker.
- Self-service resources, including computerized listings of job openings, are also used in Connecticut as a mode of job search for some W-P clients. In general, individuals seen as more able than the typical client to obtain employment on their own are referred to these services to free staff time for direct contact with people who are in greater need of assistance. While the use of these services appears to have been effective for clients currently steered towards them, caution should be used in substituting those services for staff contact in the case of job seekers who may need more guidance.
- The provision of labor market information is useful in helping job seekers understand the realities of the local job market, what industries and

occupations are offering the greatest opportunities and what education and skill training they require.

All three of these services were found to consistently have a positive impact on earnings and employment outcomes.

Employment Outcomes

- Those who used W-P services had better employment outcomes, especially when comparing their experiences immediately after leaving the program relative to the year prior to their registration. Comparing these immediate before and after periods, the estimated improvement in employment rates ranged from 11 to 15 percentage points for those who received services relative to those who did not.
- Direct job referrals, the use of self-service resources, and the provision of labor market information all had measurable impacts on employment rates. Direct job referrals, by far, had the greatest impact. An additional area of services that appeared to contribute to these positive outcomes was job search assistance, which consists of activities such as resume preparation assistance and job search planning.

Earnings Outcomes

- Most W-P registrants were unemployed at the time they received services so, as a group, their earnings declined from the time before registration relative to the post-program period. However, those who received W-P services experienced smaller losses in earnings than those who did not receive services.
- The earnings loss from one year prior to the program relative to one year afterwards for those who received services were estimated to be \$3,150 to \$3,775 less than for those who did not receive services.
- Among W-P registrants in the study population, roughly two-thirds were unemployed.

Considering this subgroup alone, the average earnings outcome for unemployed registrants who used services again was better than for those who did not. Relative to the group of all registrants, this positive outcome for the unemployed was smaller, but still indicative of program services being effective in helping clients make better labor market transitions. Nonetheless, the estimates relative to a period three years earlier show that while W-P clients are making improvements, their labor market status is not as good as it was at an earlier time, indicating that more time, more than two years on average, is generally needed to regain prior earnings levels.

Conclusions

There is consistent evidence in this study that the services offered under the Wagner-Peyser program in the State of Connecticut offer meaningful assistance to those making job transitions. Particularly around the time of the transition itself, the services result in fairly large differences in the employment rates and earnings for those who use the program services relative to similar individuals who do not. If one looks back several years in the typical registrant's employment history, W-P services appear to help restore individuals more quickly to their former labor market standing.

The services that had a positive influence on both employment and earnings outcomes were fairly consistent. Direct job referrals, the use of self-service resources, and the provision of labor market information were consistently associated with positive employment and earnings outcomes for service recipients. Job search assistance additionally had a positive impact on the employment rates of Wagner-Peyser registrants.

Looking at the magnitude of the effects in the year prior to program registration and immediately afterwards, most would conclude that the impact on employment is larger than the impact on earnings. Those who used the available services had employment rates that were 11 to 15 percentage points higher than for individuals who did not. Applied to the study population as a whole, this would mean that 7,400-10,100 more registrants got jobs as a result of receiving W-P services.

The earnings impacts, while not up to the program participants' prior levels, were not trivial. Those who used the services, relative to those that did not, had annual earnings gains that were \$3,150 to \$3,775 higher on average. This would have generated \$212-\$255 million in increased earnings to this study's participants in the year after they left the Wagner-Peyser program. From a policy perspective, these results indicate that focusing resources on direct job referrals and the listings of available jobs could improve the effectiveness of the public labor exchange system. Job referral services are most effective, but require a good deal of staff time. Funding limitations hamper this aspect of the program. There is also indication that self-service resources are useful for certain job seekers and maintaining these resources would be beneficial. The positive outcomes for self-service users also show that Connecticut has been effectively directing more readily employable clients to its resource rooms, computerized job listings and career exploration tools, as well as providing assisted services to those that need it. In terms of cost-effectiveness, information on the labor market appears to be the most cost-effective service that has significant impact for the broadest range of job seekers.

Continuing Workforce Activities

Rapid Response

In accordance with WIA Regulations at Part 665, Subpart C, the state Rapid Response (RR) Unit is responsible for carrying out rapid response activities statewide in conjunction with local workforce investment boards and other One-Stop partners. All

rapid response activities in the state are supported by WIA Title I formula funding. The RR Unit, headed by the Connecticut Department of Labor, reaches out to employers contemplating or experiencing layoffs and plant closings. The RR Unit provides to employers, affected workers and their unions 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 2004 - June 2005, the RR Unit received and responded to forty-three (43) WARN Notices, met with ninety-nine (99) employers and unions where present, and presented to more than 3,817 workers. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 2,896 dislocated workers, including human resources managers and union representatives. The RR Unit also helped organize and attended six company-sponsored or statewide job fairs.

Another source of WIA funding is the USDOL National Emergency Grants (NEGs) that may be available in the event of large layoffs and plant closings. In PY 2004-2005, Connecticut received \$753,775 in federal funds to support laid off workers at four companies throughout the state. The state also used \$267,176 of state 25% rapid response funds to support three companies with significant layoffs. During PY 2004-2005, DOL continued to administer four NEGs that had been received in prior years and ended in this program year.

Integrated Case Management Services

The provision of case management services to participants of the State TANF-Jobs First Employment Services (JFES) program is the responsibility of each workforce investment board under contract with the Department of Labor. Four of the five WIBs, North Central, South Central, Southwest and Eastern, have integrated the One-Stop case management services with that of the JFES program. There are One-Stop case managers in these areas who provide case management services to JFES participants as necessary. This integrated approach helps to streamline services by providing participants with one point of contact for both programs, helps to minimize overhead costs by providing all program services through one provider and assures that JFES participants have easier access to the variety of services at the One-Stops.

Since the inception of the JFES program, DOL has required that all JFES case management supervisors attend bi-monthly meetings to discuss new policy and procedures, resolve issues, share ideas, and discuss any concerns. During the program year, WIA case management issues were added by DOL to the agenda of these bi-

monthly meetings. By incorporating WIA into the meetings, discussions on like matters can be addressed in a single forum.

Job Corps

The Job Corps is a federally-funded educational and vocational training program for low-income youth, ages 16-24. The program offers youth the opportunity to obtain the skills they need to become employable, independent citizens. Job Corps centers help participants further their education, learn life skills, and find meaningful jobs. Job Corps emphasizes career training and works closely with program graduates and employers to make successful employment matches.

The program, administered by the United States Department of Labor Employment and Training Administration, is largely successful due to the collaborative efforts of program operators, DOL, local workforce investment boards, state and local agencies, and other organizations. The Connecticut Department of Labor and other state and local agencies provide over \$1 million of in-kind services to the Job Corps.

DOL staff in the Job Corps centers offer students assistance with job search skills and provide help in obtaining employment. Students that have disabilities are helped with accommodations to be successful in Job Corps programs.

Connecticut has two Job Corps locations, one in New Haven and a new site in Hartford. A variety of trades are offered at each Job Corps. The New Haven Job Corps Center offers Culinary Arts, Advanced Training Baking, Health Occupations (Nurse Aide Certification), Facilities Maintenance, Carpentry, and Stationary Engineering (HVAC). Trades available at the Hartford Job Corps Academy include: Business Technology, Hospitality, Manufacturing, Carpentry, Certified Nursing Assistant, and Advanced Training Licensed Practical Nurse.

Services provided to Job Corps by CTWorks offices include training One-Stop partners on the Job Corps program, training Job Corps staff on One-Stop operations, providing career counselors at the One-Stop sites for Job Corps students to receive individualized services, and providing One-Stop workshops on-site at Job Corps either presented by career counselors or on board the *Career Express* bus. In addition, Job Corps students visit and tour nearby One-Stop facilities on a regular basis.

Serving People With Disabilities

In Program Year 2004, the Connecticut Department of Labor continued its commitment to enhancing the lives of citizens with disabilities. DOL continued its commitment as a gold sponsor to the Youth Leadership Forum (YLF) by contributing \$5,000. This grant will assist the YLF in teaching leadership skills and improving the social and

communication skills of high school students with disabilities. Additionally, in December 2004, the first annual “Gift of Opportunity” symposium was held at Central Connecticut State University. This event, which promoted the benefits of hiring people with disabilities to employers from around the state, drew over 200 employers. DOL plans to make expansions to the event that will be offered in the coming year.

The Department of Labor also continues to provide membership and clerical support to the Governor’s Committee on Employment of People with Disabilities. The mission of the Committee is to address the workforce development needs of individuals with disabilities. DOL works closely with community-based organizations and other state agencies such as the Commission on the Deaf and Hearing Impaired, Bureau of Rehabilitation Services and the Department of Social Services to improve the lives of people with disabilities.

Notable Events

Youth Development Practitioner Awards

For the past seven years, USDOL Region I has awarded the William J. Spring Award annually to a workforce development practitioner, planner or administrator in mid-career with a career commitment to youth services. The honored individual must have 7 to 10 years of experience and be making contributions to the fields of youth development, training and employment. This award is intended to recognize and encourage the virtues and abilities that are an asset to New England – vision, passion, persistence, collegiality, strategic acumen, and committed and effective hard work.

DOL is pleased to report that three of Connecticut’s workforce investment board youth coordinators have been recipients of this prestigious award: Heriberto Crespo, Jr. of the WorkPlace, Inc. in PY 02, Robert Coatta of the Northwest Region Workforce Investment Board in PY 03, and Frank Milone of Workforce Alliance in PY 04.

Heriberto Crespo, Jr., recipient of the 5th annual William J. Spring Award, was Manager of Youth Services at the WorkPlace, Inc. in Bridgeport, CT, and demonstrated outstanding leadership in relation to youth program design and technical assistance. Heriberto has since gone on to become Executive Director of Connecticut Public Health Allies in Bridgeport.

Robert (“Bob”) Coatta, 6th annual award recipient and Youth Services Coordinator for the Northwest Regional Workforce Investment Board, has shown a career-long commitment to continuous improvement in the quality of youth programs under both JTPA and WIA, and is especially focused and persistent in regard to achieving an integrated “youth development system.” He works closely with program operators to continually up the bar in terms of the innovative and collaborative programming for young people in the greater Waterbury area, with a particular emphasis on delivering “work-based learning” projects for youth.

Frank R. Milone, Manager of Youth Services and Special Projects at Workforce Alliance, received the 7th annual William J. Spring Award. Frank has worked diligently in the workforce development system for over 35 years to create opportunities for education, training and employment for young people in Connecticut's south central area. As his nominators describe his accomplishments, he has always been "ahead of the curve," fostering youth system development and linkages before the concept became part of the legislation, building and sustaining effective partnerships, and raising public and private funds to provide services to young people beyond the WIA grant parameters. In great part due to Frank's influence, the South Central area has always had a strong focus on exemplary youth programming, and has long worked to develop strong and effective partnerships in the delivery of integrated services for youth.

Connecticut is proud of the accomplishments of these outstanding youth practitioners and their commitment to the field of youth development. They exemplify Connecticut's commitment to facilitating inter-agency planning and collaboration, including exploration of possibilities for leveraging resources for improved delivery of services to youth.

Connecticut Learns and Works Conference

The Connecticut Learns and Works Conference is an annual regional conference designed for counselors, employment and training specialists and business individuals interested in workforce development issues. The conference, which held its 11th annual event on May 13, 2005 and attracted more than 300 people, is sponsored by the Connecticut Department of Labor, the State Department of Education, and the Connecticut Learns and Works Committee. The purpose of the conference is to better inform our target audience of changes in the workplace that will affect jobs and careers in the future.

Each year, the annual conference provides interesting and stimulating workshops designed to capture the audience's attention and bring them up to date with current developments. Some of this year's topics included the following: The Adult Journey: Employment Options for Seniors; Skills and Innovation: The 21st Century Challenge; The Happy Workplace: CT Employers That Made the List; Staying "Ethically" Fit; and Biotech: Connecticut's Ticket to Success.

Additionally, the agenda included an interesting keynote speaker and a state economic update provided by Connecticut DOL's State Labor Economist.

"Gift of Opportunity" Symposium

The "Gift of Opportunity - Discovering Abilities, Building Futures" symposium was held in December 2004 at Central Connecticut State University in New Britain, Connecticut. The symposium was sponsored by the Connecticut Department of Labor and the Governor's Committee on Employment of People with Disabilities. This event promoted

the benefits and advantages of hiring people with disabilities to employers. Panel discussions were lead by experts on disability issues and testimony was offered from employers and employees who have effectively handled disability issues in the workplace.

Over 200 employers from around the state attended the free symposium. Considering the success of this event and the interest expressed, it is targeted to become an annual affair. The Department of Labor is planning to expand on the symposium for the coming year.

Current and Future Projects

CTWorks Business System

The *CTWorks Business System (CTWBS)* entered its second year of operation serving the case management and reporting needs of over 800 users from five workforce investment boards and the Connecticut Department of Labor (DOL). This computer system continues to support 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.

In addition to CTWBS's integrated case management and services tracking capabilities, a newly modified Business Contact Management (BCM) component is being piloted in two regions. Many of the BCM screens were redesigned, making it easier for Business Service Representatives to create business accounts and enter business contact information. One key feature of this component is the generation of an automated file of business contact data, used for the WIA Customer Satisfaction performance measure.

As in CTWBS's first year of inception, DOL staff continued in 2004 to provide system users with assistance and training in operating CTWBS. Special attention was given to maximizing performance management, with customized views being added to already existing ad-hoc reporting capabilities. Additionally, DOL has begun turning its attention to the system changes that will be expected with the implementation of the common measures in July 2005.

Capacity Building

Connecticut has continued its Capacity Building Initiative for workforce development staff during Program Year 2004 (PY04). DOL assumed the funding and oversight of this initiative and the *Training Institute*, a comprehensive training enterprise directed by DOL's Staff Development Unit. Cooperation through the Capacity Building Advisory Group strengthens collaboration among DOL, the local workforce investment boards (WIBs), Connecticut Employment and Training Commission (CETC), OWC, and partners.

This

collaboration

provides joint ownership of the initiative and increases the effectiveness of the training that equips staff with skills to better serve their external customers.

A significant part of DOL's training focus is the Global Career Development Facilitator (GCDF) certification program. This nationally recognized program provides training and credential attainment to workforce development professionals who deliver career-related services. Graduates from the first GCDF class have applied to the Center for Credentialing and Education, Inc. (CCE) for GCDF certification. In the fall of 2004, a new group of participants were accepted into the GCDF program. The program is continuing to use a rolling admission approach. In addition, this program year, Microsoft desktop applications training was conducted in DOL's computer lab. Customer service-greeter training, entitled "Making a First Impression," was developed and conducted by the DOL Staff Development training consultants.

In the coming program year, training for the GCDF program will continue. Additional training initiatives will be planned once a needs assessment has been completed and analyzed. Additional technical assistance will be provided, upon request, at the local WIBs in team building, facilitating, and conflict resolution.

Summary of Faith-Based Accomplishments

Connecticut's Faith- Based project, an outreach and marketing effort, promoted One-Stop Career Center services among Faith-Based (FBO)/Grassroots/Community-Based Organizations (CBO) in the hopes of reaching people who may not have been able to be reached in the past. Toward this end, efforts were made to increase involvement by these organizations in Connecticut's workforce development processes. A brief summary of major accomplishments and long-lasting effects of this project are as follows:

- Executive Order 31, signed by then-Governor John Rowland on October 24, 2003, established a statewide *FaithWorks* Council. The Council was charged with the responsibility of identifying new opportunities for collaborative social service efforts between faith-based and government organizations, including the development of an annual action plan. The work of this Council continues under the direction of Governor M. Jodi Rell and has the effect of keeping faith-based opportunities at the forefront of public policy.
- Connecticut's Faith-Based and Community Initiative web page is available to the public on the Connecticut Department of Labor website located at www.ctdol.state.ct.us. This web page provides access to information on the national Faith-Based Initiative, a listing of frequently asked questions, a series of best practices and success stories, definitions, an updated calendar of events, funding opportunity information, and information kits and outreach materials. This web site has the effect of making information readily available to foster faith-based activities.
- Some WIBs have members from faith-based organizations. Faith-based organization membership on local WIBs enables their participation in

decision-making around workforce development issues, increases familiarity with and usage of the One-Stop system and its services, and expands awareness of funding opportunities.

- Increased the percentage of approved training providers who are designated as faith-based and community-based organizations. This increased percentage of access points at faith-based and community-based organizations enables local customers to obtain training services closer to their homes.
- Connecticut's Center for Faith-Based Outreach contracted with The Employment & Career Channel and Connecticut Public Television to produce and broadcast *CT WorkNet*, a series of 13 half-hour episodes focused on employment and training. Tapes of each program have been provided to all One-Stop offices for use in waiting/reception areas, as workshop material, or for presentation at local gatherings of faith-based/community-based organizations and are made available to other organizations on request.
- The forging of new partnerships with faith-based and community-based organizations has been an ongoing process, accomplished in part through statewide conferences, a grant writing course hosted by DOL, and other gatherings. New formal and informal relationships and partnerships have been established between FBO and CBO leaders and Career Centers in all areas of the state.

Integration of Youth Services in the One-Stops

In Connecticut, the state does not mandate a particular method of integration of youth services in the One-Stops. Rather, WIB youth councils are expected to identify the scope of services and program design for the delivery of services that best suit the needs of their in-school and out-of school youth customers. Each youth council reviews its program design annually and strives towards continuous improvement in the delivery of youth services.

Currently, youth services in the five workforce investment areas run the gamut from youth attending vendor "field trips" and workshops at the One-Stop to delivery of case management services which include recruitment, certification, testing, plan development, job development and follow-up.

In the North Central and South Central areas, for example, the full range of services described above is provided for both in-school and out-of-school youth at the One-Stops. In addition, the same case managers visit youth regularly at the vendor sites. Seeing a familiar face and knowing that the case managers have an understanding of the One-Stop system make it easier for youth to transition from sites where training or services are received to the One-Stop location for additional services or assistance.

The Eastern, North Central, and Southwest areas have set up resources centers exclusively for youth within the One-Stop which, depending on the area, house case managers and have computers, books, and information postings to assist in job, training, and school searches. All areas have developed some youth-focused workshops that address the needs of youth, such as orientation to the One-Stop, basic computer classes, job-readiness training and job search workshops. In addition, youth may attend job clubs, employer information services and career fairs at the One-Stop.

Coordination Between WIA and Senior Community Service Employment Program (SCSEP)

Connecticut continually ups the bar in its attempt to provide coordinated service to older workers. Each year, workforce development partners (Department of Social Services, DOL, One-Stop Centers, state and national SCSEP sponsors, and workforce investment boards) continue to refine the relationships that exist among them. Specifically, the partners ensure that:

- A SCSEP presence exists in every One-Stop to facilitate the delivery of SCSEP services to older workers;
- There is a SCSEP entity represented on each local workforce investment board;
- A memorandum of understanding is in place in each area between the SCSEP sponsor(s) and the local WIBs;
- All SCSEP participants are registered with One-Stop centers and can access WIA training services as appropriate; and
- Local WIBs have developed policies regarding SCSEP participant eligibility for WIA.

On a state level, additional steps have been taken to form a strong, coordinated partnership with the SCSEP program:

- DOL WIA administrative staff actively participates in quarterly SCSEP sponsor meetings.
- DOL conducts compliance monitoring of the WIBs, ensuring that state and local policies related to SCSEP partners, coordination, participant eligibility, and participant assessment are successfully implemented.

One accomplishment of particular note was the presentation of a workshop entitled “The Adult Journey - Options for Seniors” at the annual CT Learns and Works Conference held in May 2005. This workshop, in which presenters discussed options for seniors as they reinvent “retirement,” earned outstanding reviews. Audience response to this topic will ensure that issues pertaining to older workers will be addressed in future workshops at this conference venue. Presenters included:

- Dee Ana White, Senior Community Service Employment Program (SCSEP) Coordinator, Bureau of Aging, Community, and Social Work Services, Department of Social Services.
- Program Director Doe Hentschel from the “Third Age Initiative” for Leadership Greater Hartford. This program was established to systematically recruit, train and support groups of older adults as volunteers on specific community issues. The program provides a dynamic learning experience highlighted by community action projects carried out by teams over the course of a year.
- Madeline McKernan, 75, Liaison between the Hartford Magnet School and the University of Hartford. She has “retired” from several stints of employment but always ends up with a new position.



- Patricia L. Newton, Executive Director of the West Hartford Seniors Job Bank. Pat has been helping people 55 and older find paid employment since 1974. Over 50,000 jobs have been listed with the Job Bank, and almost half of them have been filled with retirees and others who want to work in their “third age.”
- The session was expertly moderated by Dr. Waldo Klein, professor at the UConn School of Social Work, where he has teaching responsibilities in the areas of gerontology and social research methods. He has published widely in a variety of areas including social work education and practice, and long-term care. He is currently writing a book on social policies for older adults. In addition to his teaching and research, Dr. Klein is a frequent presenter at national, regional and local conferences and meetings. Dr. Klein is also Secretary of the Connecticut Commission on Aging.

The Career Express

Since its dedication in September 2004, the *Career Express* has provided the latest workforce and job skills development services to individuals and employers across the state. The mobile career center is equipped with eight computer workstations with high-speed Internet access, the latest audio-visual systems including a plasma TV with SMART Board technology, and a hydraulic wheelchair lift to make it fully accessible to persons with disabilities.

This year, over 1,400 high school students and more than 600 job seekers have attended workshops on the *Career Express* on job search techniques, application and interviewing skills, résumé writing, and labor market information. In addition, DOL services were offered to nearly 400 employers and 250 individuals at various conferences, symposiums, business and job fairs, and *Career Express* staff have conducted computer and Internet training to approximately 50 veterans and more than 55 incumbent workers as well. The *Career Express* and staff also reached out to provide services to persons with disabilities, attending the “Gift of Opportunity” symposium for area employers held at Central Connecticut State University, conferences for service providers, and job fairs for individuals with disabilities.

Workforce Investment Boards’

Innovative Practices, Challenges, and Exemplary Programs

Northwest (Northwest Regional Workforce Investment Board)

The Northwest Regional Workforce Investment Board (NRWIB) has had another successful year helping the region’s incumbent, unemployed, underemployed, and dislocated workers upgrade their skills and find employment. Special programs are also run to aid workers returning to the workforce. Additionally, NRWIB youth programs

have helped a number of individuals stay in school, obtain their GED, and find successful pathways to adulthood.

Waterbury Hospital, in conjunction with Naugatuck Valley Community College, continued its Unit Clerk incumbent worker training program during PY04. The program is funded by the Northwest Regional Workforce Investment Board through DOL. The program has helped dozens of low-wage workers in jobs such as housekeeping and food service obtain the education and training that they need to move up the career ladder at the hospital and increase earnings.

The Clothes That Work Boutique is a unique clothing closet that provides an opportunity for women looking for work, preparing for an interview, or who have recently become employed to select high quality, slightly used clothing. The boutique is funded by Leever Foundation and United Labor Agency - Senior Aid Program. Women are referred from area social service agencies via a referral form that can be accessed on our web site (www.nrwib.org). All eligible customers may choose two "new" outfits with accessories and then return three months later for a third outfit. Customers are coached by staff on interview techniques when they come to the Boutique.

Youth

Northwestern Connecticut Community College (NCCC) operates Team Success, an out-of-school program designed to serve both younger and older youth who may or may not have a high school diploma or GED. The Team Success program is individualized to try and meet the needs of each WIA-eligible youth accepted into the program. Upon acceptance into the Team Success program, each youth will speak with a college counselor to help establish a plan of action. The counselor will give the participant the Meyers-Briggs and Interest Inventory to establish personality type and interests. The participant's schedule is mutually agreed upon and a timetable is set for GED and certificate completion, as appropriate.

It is the intent of Team Success staff to work in an individualized manner with each youth to establish potential internships, job shadowing opportunities, or certificate programs at NCCC, Education Connection or other educational institutions. The participant's interests will be primary and attempts will be made to satisfy the needs determined by the participant's goals. Ultimately, the goal is for each youth to obtain a credential recognized by WIA and to receive follow-up services for twelve months after exit with the hope that each youth will be in retention in one or more measurable outcome.

Southwest (The WorkPlace, Inc.)

During Program Year 2004, The WorkPlace, Inc. has been involved in numerous workforce investment projects that have been successful in improving the lives of many individuals from the southwestern area of Connecticut.



Keynote speaker Senator Joseph Lieberman (above, left) at the April 2005 WorkPlace Scholarships ceremony with Nafeesah Bullock, Marilyn Lee, Betty Fludd (scholarship recipients), and Joseph Carbone, President and CEO of the WorkPlace, Inc.

WorkPlace Scholarships, awarded to low-income individuals for job training, provide unemployed and underemployed people with the opportunity to earn a living and increase wages. The scholarships provide privately funded job training for low-income individuals who often fall between the cracks because they cannot access public funds nor can they afford to pay for training on their own. WorkPlace Scholarships have enabled more than 1,500 people to pursue opportunities that benefit them, their families, their employers, and their communities. Through the generosity of corporate and foundation contributors, \$3.5 million has been directly invested in the workforce of the region over the past six years under this program.

On April 20, 2005, a celebratory event was held to acknowledge the attainment of a milestone - 1,500 individuals have received WorkPlace Scholarships. Staff of The WorkPlace, Inc., recipients of WorkPlace Scholarships, representatives from local agencies, and area business leaders from southwestern Connecticut gathered to celebrate. The event was keynoted by U.S. Senator Joseph Lieberman (D-Connecticut), who thanked The WorkPlace for its initiative in creating this program and saluted the 53 corporations and foundations that contributed scholarship funding to date. Several WorkPlace Scholarship recipients also spoke, sharing their personal stories of how the training opportunities provided by this program have made a difference in their lives.

Residents of southwestern Connecticut can obtain a full array of employment, career upgrading, and computer training services on the Career Coach, a self-contained 38-foot vehicle equipped with state-of-the-art telecommunications equipment. The Career Coach houses 10 computer stations, two 42-inch plasma televisions, one with a SMART Board, an integrated fax/copy/scanner, Wi-Fi access and a 1.2 meter satellite dish. In addition, it has a separate interviewing room for employers to hire prospective employees on the spot. The Career Coach is located at least one day per week in each of the four labor market areas in the region.

Since it began providing services including assessment, job placement, eligibility and computer training, the Career Coach has served more than 1,000 individuals. The

addition of the Career Coach has enabled The WorkPlace to further impact the lives of customers in southwestern Connecticut by bringing One-Stop services directly to them.

EveryOne Works 04 is a two year, federally-funded Workforce Incentive grant (WIG IV) that ensures the needs of persons with disabilities who seek education, training and employment assistance are met by southwestern Connecticut's CTWorks One-Stop system. The grant supports two Disability Program Navigators (DPNs) who work collaboratively to provide information and referral services, job placement, benefits, guidance, networking, and assistive technology support to customers with disabilities.

The Academy for Career Advancement is a preparatory program for low-wage workers seeking to upgrade their skills in order to advance into higher wage jobs in high growth occupations. The “Academy” utilizes a Career Navigator who works with participants who are ineligible to receive training funded through WIA. The Career Navigator assists participants in developing individualized career tracks based on their skill level and career interests. Participants are assisted with getting into appropriate occupational skills training or distance learning programs based on their career goals. Participants are also encouraged to take part in professional development and financial literacy programs as an added benefit to the skills enhancements they are receiving.

The Academy is based at the Bridgeport CTWorks office. Employers of low-wage workers can also benefit from the Academy’s services. Their employees can access services such as computer workshops through the CTWorks Career Coach, a unique, state-of-the-art mobile One-Stop center.

The types of services offered to all Academy participants include assessment, career exploration, occupational skills upgrade, educational and/or professional development training, and job search assistance. The Academy “fills the gap” by combining customized and flexible skills enhancements with dedicated case management to ensure that low-wage workers can advance quickly up the career ladder and be on the path to self-sufficiency. The Academy is funded by the State of Connecticut and has enrolled over 500 individuals. To date, over 100 individuals have been trained in various industries.

Youth

Four area law firms have started “Law Firms for a Greater Bridgeport,” a new project to provide part-time employment positions to WIA youth who have completed or are finishing their high school education. All prospective candidates have graduated from a 12-week business program run by FSW’s Youth Business Center, funded in part by the WorkPlace, Inc. Upon graduating from the business program and successfully interviewing for positions, youth are selected for employment opportunities with local law firms.

The purpose of this venture is to give the Bridgeport community’s young adults an opportunity to gain work experience in a white-collar environment. Such positions not

only provide an alternative work experience for their résumés, but, equally important, expand young adults' perspectives to new possibilities for future avenues of permanent employment. It has been a win-win situation for both the community and the participating firms.

Eastern (Eastern CT Workforce Investment Board - EWIB)

The Eastern CT Workforce Investment Board (EWIB) continued its “investment” in on-line training for job seekers at CTWorks-East and, through a joint initiative this year, expanded to business customers by introducing an online training academy designed for healthcare workers. Drawing on its success with a SkillsSoft e-learning grant, EWIB is offering over 2,500 courses to job seekers in topics as varied as technology, business, and customer service. Healthcare providers in the region have been offered the opportunity to upgrade the skills of their entry level workers with on-line courses such as Nursing Care of the Culturally Diverse Patient provided by CareLearning.com in collaboration with the CT Hospital Association. The region is currently working with three of its four hospitals, several of the larger nursing homes and a Visiting Nurse Association.

EWIB and the other Consortium partners (DOL, Quinebaug Valley Community College, and Thames Valley Council for Community Action), put into place many continuous improvement activities this past program year to improve their customer service and services. Efforts ranged from locally developed greeter training, monthly meetings held in each center, performance measure training, and suggestion boxes in each center. These initiatives culminated in a day-long training session attended by the staff of all the partners of the four CTWorks-East Centers. Over 80 staff members from the ACCESS Agency, Bureau of Rehabilitation Services, Chambers of Commerce, DOL, EASTCONN, Employment & Training Institute, Thames Valley Council for Community Action, and Windham Region Community Council attended workshops on topics such as Transportation, Apprenticeship, Working With Ex-Offenders, and Working with Customers with Mental Health Issues.

EWIB continued its focus on the healthcare and manufacturing career pathways by investing its incumbent worker training funds to develop workers in these two areas. The DOL funding (\$88,480) went to three hospitals and nine manufacturers training 293 workers in areas as diverse as Shop Math, Internal Quality Auditing, Twin Screw Training, and Medical Terminology. Backus Hospital selected employees in housekeeping and dietary to enter the clinical career path with Certified Nurses Aide and Patient Care Technician training. EWIB collaborated with its two community colleges, Quinebaug Valley and Three Rivers to set up the training. The incumbent worker training coupled with the online training academy initiative for healthcare workers highlight EWIB's consistent focus to move workers along the pathways in identified areas of high growth and high wages.

Youth

Concerned about building pipelines to a future workforce, the Eastern CT Workforce Investment Board's Youth Council began a Nanotechnology Initiative. Nanotechnology is an interdisciplinary science spanning chemistry, physics, materials science, engineering, and biology. Looking to combat the steady erosion of the scientific and engineering base, the Youth Council is seeking to broker a partnership between secondary education, existing nanotechnology businesses and higher education in the region. This initiative is a continuation of EWIB's career ladder focus.

The Youth Council also coordinated and hosted two youth job fairs in the region to connect youth with employers that have job openings. These events were well attended by both schools and employers. The Department of Labor's *Career Express* bus was also available for employment assistance at each event.



North Partners)



**"Bridges"
Student,
Justice
Partners**

Central (Capital Workforce

It was a big year for Capital Workforce Partners and Central CT Works One-Stops. The number of CT Works customers who received core services in PY04 impressive. Although core services are generally available to any job seeker who comes into the CT Works Center and are commonly sought, many individuals require additional services or information unemployment insurance and temporary family assistance. A total of 3,215 workshops and information sessions were attended by nearly 13,000 people. Job seekers also used the career resource libraries in Hartford, New Britain, Enfield, East Hartford and Manchester; 7,507 customers visited 35,605 times, an average of 5 visits per customer.



North was on

In addition to all the One-Stop activity in the region, Capital Workforce Partners (CWP) launched numerous programs during PY04. "Bridges to Health Care Training," a 60-week academic, communications and intensive support program was established for certified nurse aides to further their educational opportunities and career development. Capital Workforce Partners, Capital Community College, the Capitol Region Education Council (CREC), and the New England Health Care Employees Union (District 1199) collaborated on this effort. A total of 25 CNAs entered the program in January 2005. While academics such as math, English and computer skills are a focus, so too are employment skills and career choices.

Another program that was launched was "Opening Doors." This program, operated in Hartford and New Britain by CWP and CREC through contracted organizations, focuses on providing English as a Second Language training to help individuals improve access to training, education, community services, jobs and career ladder opportunities. Additionally, the graduation of nearly 1,000 youth from the Summer Youth Employment and Learning program was celebrated and many incumbent training programs were offered for manufacturing businesses.

Youth

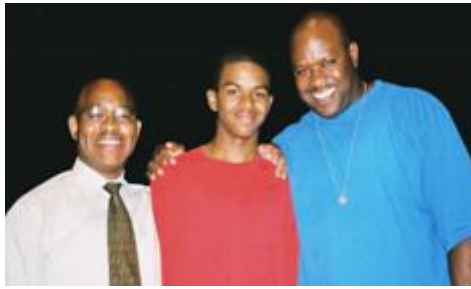
The Youth Resource Center at the Hartford One-Stop is now fully operational with a computer lab, job search assistance tools such as job postings and Internet searches, an information library, and onsite case management and pre- and post-testing capabilities. The New Britain Youth Resource Center at the One-Stop has begun its journey to a more comprehensive center, but there is still some work to do before it is fully operational.

WIA partnership meetings were held each month for case management, job placement, and youth training providers. Meetings included programming and policy updates, sharing of information, and a time to ask questions or share concerns regarding programming, recruitment, certification, curriculum, and any other helpful topics.

In effort to sustain the effects of the USDOL investment in Hartford under the Youth Opportunity (YO Hartford) Grant that ended in June 2005, a plan was developed by CWP and Hartford's mayor. The Future Workforce Investment System (FWIS) is a collaborative effort by the City of Hartford, CWP and the Hartford public schools to create a comprehensive system of services for youth to ensure they are prepared to become successful members of a competitive future workforce. To support the transition to and development of a citywide system of youth services, the USDOL granted a no-cost extension of unspent funds through March 2006. This extension has allowed Capital Workforce Partners, the administrative entity for the FWIS system, to collaborate with key leaders in the city to create a network of service providers who collectively ensure that youth involved in YO Hartford continue to receive services and support. The cornerstone of FWIS is case management and care coordination. Linking youth to one caring and consistent adult allows agencies to ensure that youth are able to access programs and supports that aid in the progress towards specific outcomes.

To increase the capacity of agencies and offer specific professional development to youth development professionals, Capital Workforce Partners, in partnership with Goodwin College, has taken a major role in the creation of the Greater Hartford Youth Development Practitioners Academy (GHYDPA). In previous years, the Academy faced many developmental and sustainability challenges. To improve course development and sustainability efforts, the Academy went through a rigorous business planning process. The business plan is now complete and the Academy has developed with significant improvements. The GHYDPA offers various courses in youth development, case management, community development and program development.

A central tool of FWIS is Hartford Connects, a computer system utilized for case management and reporting. The database helps agencies and case managers track client outcomes and completions in education, employment, occupational skills training, developmental and pre-placement activities, demographic information, family information, services accessed, achievements, and supports needed. Hartford Connects is a web-based application that allows authorized users to access data from any computer connected to the Internet. The most recent advancement of the Hartford Connects system is the development of MEDS (Multi Entity Data Sharing). This allows agencies that utilize Hartford Connects, through a MOU agreement, to share specific information with each other. With MEDS, agencies can better serve clients and track clients' participation with other service providers.



Freeman Holloway, Project Manager, at left. Brian Backman, Sr., at right, speaks to groups of ex-offenders about the importance of a steady job. He often brings his son, Brian Jr. (center), to hear him speak.

South Central (Workforce Alliance)

Workforce Alliance and its CT Works One-Stop Career Centers are reaching out to provide enhanced services for ex-offenders. Every month, hundreds of ex-offenders are released on probation or parole. Workforce Alliance, in collaboration with a group of concerned organizations, assists ex-offenders in overcoming the significant barriers they face and has programs that provide assistance as they look for jobs or training. Partners include the police department, individual probation officers, Department of Corrections, S.T.R.I.V.E. and a host of community-based agencies.

Individuals are offered a range of highly specialized services, including planning workshops focusing on attitude, personal responsibility, overcoming barriers, life skills training, identification document access, interviewing techniques and job applications. Workforce Alliance also transports clients to job fairs and refers others to adult education.

One noteworthy program, “Ex-Offenders Re-entry Into the World of Work,” is currently providing individuals with life skills training, job training and job placement services. Parole and probation officers, half-way houses and word of mouth lead clients seeking assistance and services to the office of project manager Freeman Holloway. A more cooperative environment in the hiring of ex-offenders and the resultant increasing confidence in doing so can be credited in large part to successful job placements where ex-offenders have become long-term employees.

Youth

One of the area’s innovative developments during PY04 was the Youth Council’s establishment of a site visitation process. Each Council member selected a WIA-funded program that they had a particular interest in visiting. These site visits were not developed as monitoring but rather to help the Council members gain first-hand knowledge of programs and to provide technical assistance to program operators. A “Site Visit Training” curriculum was developed in sub-committee and a training session was held prior to the start of the visits. Members were encouraged to have a youth accompany them when they visited a site to get their perspective on the program. At Youth Council meetings, members reported on their site visits. This process will continue in the coming program year.

The Youth Council continued its practice of including youth on the RFP sub-committee to read and score proposals. Youth have also been added to other sub-committees.

An exemplary youth program to note is the Area Cooperative Educational Services (ACES)/Youth Employability Program which provides a continuum of career development and employment services to youth with disabilities between the ages of 14-21 who are enrolled in one of three ACES education programs. High school students participate in summer and year-round activities while they complete their high school education requirements. Middle school students participate in career development and exploration activities to better prepare them for a successful high school experience. The program provides youth with employability skills and work-based learning experience so they may successfully transition to and complete high school, and obtain competitive employment.

Another exemplary youth program is the Easter Seals Goodwill Industries/Project H.I.R.E (Helping Individuals Retain Employment). This program provides job seeking skills and job keeping skills training to out-of-school youth facing multiple barriers. Youth are provided practical work experience, job development, job placement, and case management. Youth are recruited and enrolled who are residents of Roger Sherman House, a halfway house for individuals who are transitioning back into the community from correctional facilities. Outcomes include a certificate of completion, job placement, retention services and follow-up.

Funding levels continued to be a challenge in establishing a well-coordinated youth development system, especially since the number of municipalities served by our region increased from fourteen to thirty. The Youth Council has addressed this problem in the past by awarding additional RFP points to agencies seeking WIA funding that collaborate with other entities. In the future, such collaboration will be a requirement in the awarding of WIA funds.

Attracting “new” youth program operators to respond to the youth RFP process has been a challenge for the area. The difficulty has been compounded by the fact that many community-based organizations that provide services to youth have lost city, state, and federal funding and have either reduced their services or have gone out of business. This issue has been discussed at length at Youth Council meetings and a sub-committee has been formed to try to alleviate the problem. The “Outreach and Resource Development” sub-committee has been established to recruit and build capacity of community-based groups that can support the council’s funding priorities. In addition, this sub-committee will hold a workshop for interested parties on grant writing in an effort geared toward the submittal of a greater number of quality proposals that meet RFP requirements.

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	70.0	73.0	1,001	2,013	1,430	70%
Employers	68.0	72.6	726	964	964	75%

TABLE B - ADULT PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level		
Entered Employment	77.0%	78.4%	330	Numerator
			421	Denominator
Employment Retention Rate	84.0%	85.4%	437	Numerator
			512	Denominator
Earnings Change in Six Months	\$3,100	\$3,397	\$1,739,268	Numerator
			512	Denominator
Employment and Credential Rate	60.0%	73.5%	303	Numerator
			412	Denominator

TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS

Reported Information	Public Assistance Recipients Receiving		Veterans		Individuals With Disabilities		Older Individuals		
Entered Employment	74.1%	106	80.0%	16	70.4%	19	65.2%	15	Num
		143		20		27		23	Den
Employment Retention Rate	85.4%	134	76.9%	20	78.3%	18	80.8%	21	Num
		157		26		23		26	Den
Earnings Change in Six Months	\$4,917	\$771,944	\$4,678	\$121,639	\$3,384	\$77,831	\$2,027	\$52,696	Num
		157		26		23		26	Den
Employment and Credential Rate	72.7%	93	77.8%	14	70.8%	17	60.0%	9	Num
		128		18		24		15	Den

TABLE D - OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services		
Entered Employment	77.5%	224	80.3%	106	Numerator
		289		132	Denominator
Employment Retention Rate	85.8%	303	84.3%	134	Numerator
		353		159	Denominator
Earnings Change in Six Months	\$3,598	\$1,269,929	\$2,952	\$469,339	Numerator
		353		159	Denominator

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

	Negotiated Performance Level	Actual Performance Level		
Entered Employment	78%	87.9%	516	Numerator
			587	Denominator
Employment Retention Rate	86%	91.6%	482	Numerator
			526	Denominator
Earnings Replacement Rate	86%	86.8%	\$8,073,368	Numerator
			\$9,300,937	Denominator
Employment and Credential Rate	60%	73.9%	312	Numerator
			422	Denominator

TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers		
Entered Employment	89.1%	57	84.2%	16	79.5%	62	85.7%	6	Num
		64		19		78		7	Den
Employment Retention Rate	93.9%	46	96.8%	30	87.8%	43	100.0%	10	Num
		49		31		49		10	Den
Earnings Replacement Rate	81.3%	\$862,655	99.7%	\$503,252	74.4%	\$730,130	167.4%	\$94,517	Num
		\$1,061,235		\$504,609		\$982,009		\$56,453	Den
Employment and Credential Rate	77.3%	34	56.3%	9	60.3%	35	60.0%	3	Num
		44		16		58		5	Den

**TABLE G - OTHER OUTCOME INFORMATION FOR THE
DISLOCATED WORKER PROGRAM**

Reported Information		Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment	88.6%	374	86.1%	142	Numerator
		422		165	Denominator
Employment Retention Rate	91.2%	330	92.7%	152	Numerator
		362		164	Denominator
Earnings Replacement Rate	85.6%	\$5,336,591	89.2%	\$2,736,777	Numerator
		\$6,233,991		\$3,066,946	Denominator

TABLE H - OLDER YOUTH PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	66.0%	74.9%	122 Numerator
			163 Denominator
Employment Retention Rate	77.0%	83.8%	124 Numerator
			148 Denominator
Earnings Change in Six Months	\$2,800	\$3,534	\$523,078 Numerator
			148 Denominator
Employment and Credential Rate	45.0%	61.8%	128 Numerator
			207 Denominator

TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth		
Entered Employment	63.9%	23	0.0%	0	58.3%	7	76.3%	116	Num
		36		1		12		152	Den
Employment Retention Rate	79.0%	30	100.0%	1	76.9%	10	83.3%	115	Num
		38		1		13		138	Den
Earnings Change in Six Months	\$4,180	\$158,822	\$6,485	\$6,485	\$2,175	\$28,278	\$3,603	\$497,276	Num
		38		1		13		138	Den
Employment and Credential Rate	48.8%	21	0.0%	0	40.0%	6	63.1%	123	Num
		43		1		15		195	Den

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

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment	80%	84.5%	1,179 Numerator
			1,395 Denominator
Diploma or Equivalent Rate	47%	69.6%	165 Numerator
			237 Denominator
Retention Rate	62%	84.8%	291 Numerator
			343 Denominator

TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth		
Skill Attainment	96.4%	135	98.1%	208	98.6%	145	Numerator
		140		212		147	Denominator
Diploma or Equivalent Rate	65.1%	28	83.8%	62	46.1%	35	Numerator
		43		74		76	Denominator
Retention Rate	81.6%	62	91.4%	74	80.3%	118	Numerator
		76		81		147	Denominator

TABLE L - OTHER REPORTED INFORMATION

	Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services		
Adults	1.5%	5	\$4,465	\$1,473,585	86.3%	88	Numerator
		330		330		102	Denominator
Dislocated Workers	3.4%	8	\$7,830	\$4,040,346	89.1%	146	Numerator
		238		516		164	Denominator
Older Youth	0.0%	0	\$3,087	\$373,566			Numerator
		121		121			Denominator

	12 Month Employment Retention		12 Month Earnings Change/Replacement		
Adults	81.5%	533	\$3,279	\$2,144,564	Numerator
		654		654	Denominator
Dislocated Workers	91.0%	596	83.3%	\$9,585,835	Numerator
		655		\$11,502,598	Denominator
Older Youth	77.9%	127	\$3,166	\$516,035	Numerator
		163		163	Denominator

TABLE M - PARTICIPATION LEVELS

	Total Participants Served	Total Exiters
Adults	1867	602
Dislocated Workers	1702	676
Older Youth	450	217
Younger Youth	1022	431

TABLE N - COST OF PROGRAM ACTIVITIES

Program Activity		Total Federal Spending
Local Adults		\$5,371,211
Local Dislocated Workers		\$4,897,426
Local Youth		\$6,313,748
Rapid Response (up to 25%)		\$1,851,653
Statewide Required Activities (up to 15%)		\$3,542,424
Statewide Allowable Activities	Program Activity Description	
Total of All Federal Spending Listed Above		\$21,976,462

TABLE O - LOCAL PERFORMANCE

Local Area Name East Region	Total Participants Served	Adults	215
		Dislocated Workers	162
		Older Youth	65
		Younger Youth	151
ETA Assigned # 09085	Total Exiters	Adults	107
		Dislocated Workers	74
		Older Youth	34
		Younger Youth	82

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	70%	82.6	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	76.0%	92.7%	<i>Exceeded</i>
	Dislocated Workers	78.0%	84.8%	<i>Exceeded</i>
	Older Youth	67.0%	80.0%	<i>Exceeded</i>
Retention Rate	Adults	83.0%	83.3%	<i>Exceeded</i>
	Dislocated Workers	87.0%	90.5%	<i>Exceeded</i>
	Older Youth	77.0%	94.4%	<i>Exceeded</i>
	Younger Youth	62.0%	87.2%	<i>Exceeded</i>
Earnings Change/ Replacement in Six Months	Adults	\$3,200	\$3,398	<i>Exceeded</i>
	Dislocated Workers	89%	113%	<i>Exceeded</i>
	Older Youth	\$2,900	\$3,804	<i>Exceeded</i>
Credential/Diploma Rate	Adults	62.0%	84.9%	<i>Exceeded</i>
	Dislocated Workers	61.0%	71.4%	<i>Exceeded</i>
	Older Youth	45.0%	70.0%	<i>Exceeded</i>
	Younger Youth	48.0%	82.2%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	80.0%	87.7%	<i>Exceeded</i>

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	0	16

TABLE O - LOCAL PERFORMANCE

Local Area Name North Central	Total Participants Served	Adults	290
		Dislocated Workers	493
		Older Youth	121
		Younger Youth	376
ETA Assigned # 09075	Total Exiters	Adults	86
		Dislocated Workers	163
		Older Youth	30
		Younger Youth	135

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	70.0	68.7	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	77.0%	78.6%	<i>Exceeded</i>
	Dislocated Workers	78.0%	90.9%	<i>Exceeded</i>
	Older Youth	66.0%	74.7%	<i>Exceeded</i>
Retention Rate	Adults	83.0%	87.3%	<i>Exceeded</i>
	Dislocated Workers	86.0%	91.5%	<i>Exceeded</i>
	Older Youth	77.0%	86.0%	<i>Exceeded</i>
	Younger Youth	60.0%	83.2%	<i>Exceeded</i>
Earnings Change/ Replacement in Six Months	Adults	\$3,100	\$3,032	Met
	Dislocated Workers	87%	81%	Met
	Older Youth	\$3,000	\$3,576	<i>Exceeded</i>
Credential/Diploma Rate	Adults	58.0%	72.5%	<i>Exceeded</i>
	Dislocated Workers	58.0%	84.7%	<i>Exceeded</i>
	Older Youth	44.0%	56.2%	<i>Exceeded</i>
	Younger Youth	45.0%	58.2%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	82.0%	84.2%	<i>Exceeded</i>

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

Local Area Name Northwest Region	Total Participants Served	Adults	395
		Dislocated Workers	478
		Older Youth	44
		Younger Youth	103
ETA Assigned # 09080	Total Exiters	Adults	188
		Dislocated Workers	260
		Older Youth	34
		Younger Youth	66

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	72.0	74.1	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	76.0%	78.8%	<i>Exceeded</i>
	Dislocated Workers	77.0%	90.4%	<i>Exceeded</i>
	Older Youth	68.0%	73.9%	<i>Exceeded</i>
Retention Rate	Adults	83.0%	76.2%	Met
	Dislocated Workers	86.0%	88.5%	<i>Exceeded</i>
	Older Youth	77.0%	60.0%	Not Met
	Younger Youth	62.0%	98.4%	<i>Exceeded</i>
Earnings Change/ Replacement in Six Months	Adults	\$3,150	\$2,625	Met
	Dislocated Workers	88%	80%	Met
	Older Youth	\$2,800	\$888	Not Met
Credential/Diploma Rate	Adults	59.0%	69.6%	<i>Exceeded</i>
	Dislocated Workers	59.0%	66.0%	<i>Exceeded</i>
	Older Youth	47.0%	50.0%	<i>Exceeded</i>
	Younger Youth	47.0%	92.7%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	80.0%	80.9%	<i>Exceeded</i>

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	2	3	11

TABLE O - LOCAL PERFORMANCE

Local Area Name South Central Region	Total Participants Served	Adults	199
		Dislocated Workers	159
		Older Youth	89
		Younger Youth	232
ETA Assigned # 09090	Total Exiters	Adults	84
		Dislocated Workers	81
		Older Youth	51
		Younger Youth	93

		Negotiated	Actual	Status
		Performance Level	Performance Level	
Customer Satisfaction	Program Participants	70.0	72.7	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	75.0%	73.6%	Met
	Dislocated Workers	78.0%	89.4%	<i>Exceeded</i>
	Older Youth	65.0%	76.1%	<i>Exceeded</i>
Retention Rate	Adults	83.0%	85.7%	<i>Exceeded</i>
	Dislocated Workers	86.0%	91.8%	<i>Exceeded</i>
	Older Youth	70.0%	88.2%	<i>Exceeded</i>
	Younger Youth	62.0%	88.7%	<i>Exceeded</i>
Earnings Change/ Replacement in Six Months	Adults	\$3,100	\$3,795	<i>Exceeded</i>
	Dislocated Workers	81%	87%	<i>Exceeded</i>
	Older Youth	\$2,400	\$3,822	<i>Exceeded</i>
Credential/Diploma Rate	Adults	60.0%	63.6%	<i>Exceeded</i>
	Dislocated Workers	60.0%	74.2%	<i>Exceeded</i>
	Older Youth	45.0%	72.9%	<i>Exceeded</i>
	Younger Youth	50.0%	87.5%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	82.0%	95.7%	<i>Exceeded</i>

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	1	15

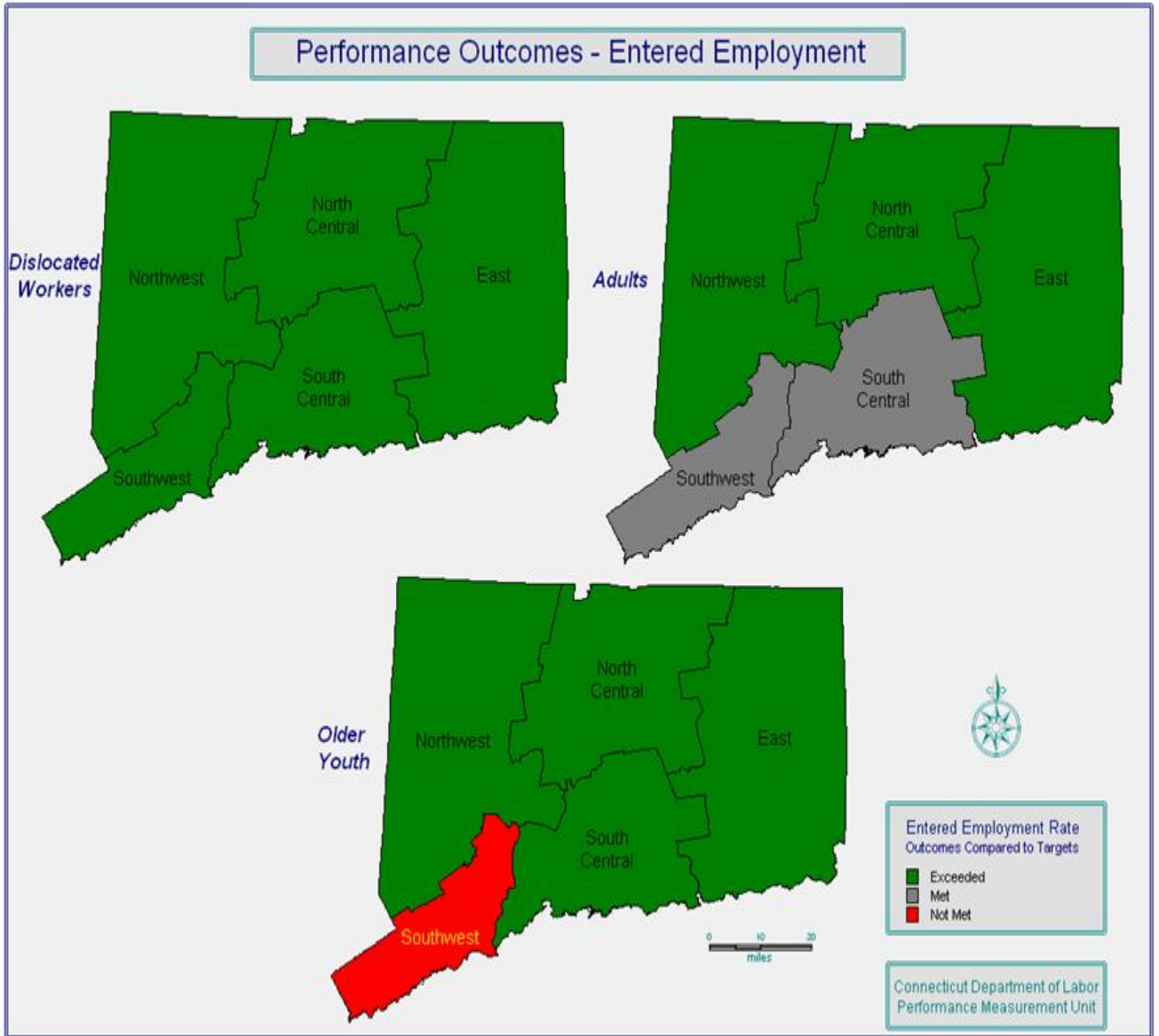
TABLE O - LOCAL PERFORMANCE

Local Area Name Southwest Region	Total Participants Served	Adults	768
		Dislocated Workers	410
		Older Youth	131
		Younger Youth	160
ETA Assigned # 09070	Total Exiters	Adults	136
		Dislocated Workers	93
		Older Youth	67
		Younger Youth	55

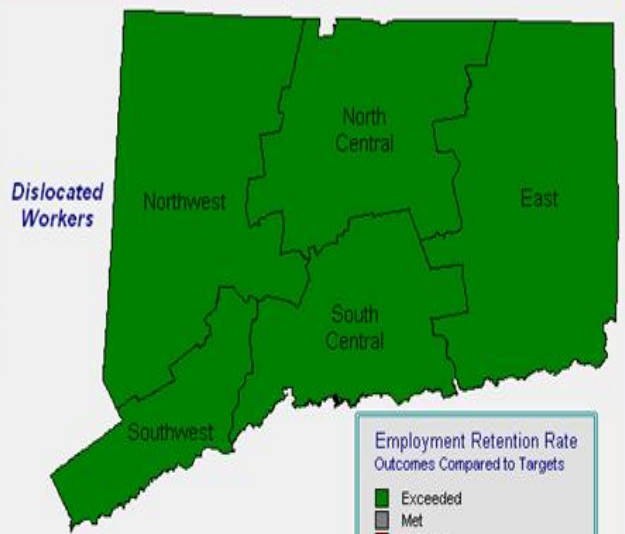
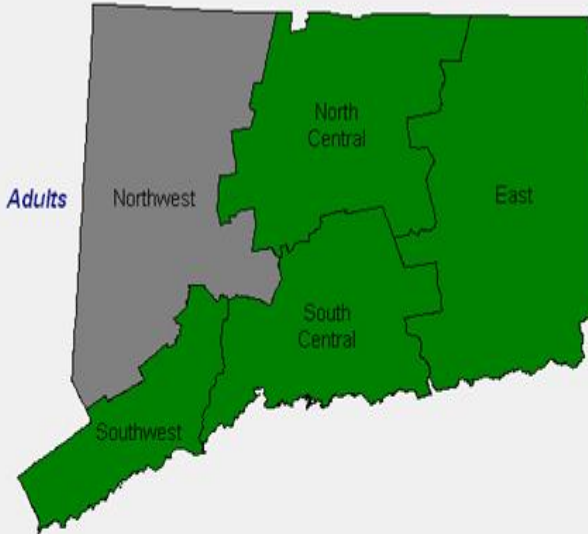
		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	70.0	71.3	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	78.0%	75.5%	Met
	Dislocated Workers	79.0%	84.2%	<i>Exceeded</i>
	Older Youth	66.0%	33.3%	Not Met
Retention Rate	Adults	83.0%	92.7%	<i>Exceeded</i>
	Dislocated Workers	87.0%	94.6%	<i>Exceeded</i>
	Older Youth	77.0%	80.7%	<i>Exceeded</i>
	Younger Youth	60.0%	56.3%	Met
Earnings Change/ Replacement in Six Months	Adults	\$3,150	\$4,279	<i>Exceeded</i>
	Dislocated Workers	84%	91%	<i>Exceeded</i>
	Older Youth	\$2,800	\$4,275	<i>Exceeded</i>
Credential/Diploma Rate	Adults	60.0%	79.1%	<i>Exceeded</i>
	Dislocated Workers	60.0%	75.2%	<i>Exceeded</i>
	Older Youth	45.0%	33.3%	Not Met
	Younger Youth	45.0%	23.8%	Not Met
Skill Attainment Rate	Younger Youth	78.0%	65.7%	Met

Overall Status of Local Performance	Not Met (Below 80% of Target) 3	Met (80% to 100% of Target) 3	Exceeded (Above 100% of Target) 10
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MAPS

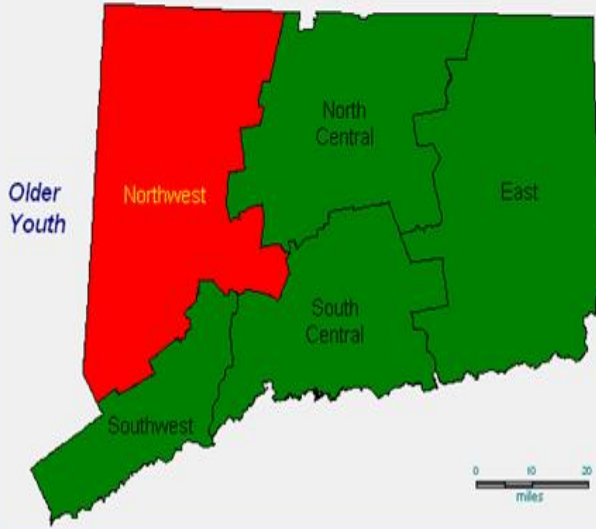


Performance Outcomes - Retention Rate

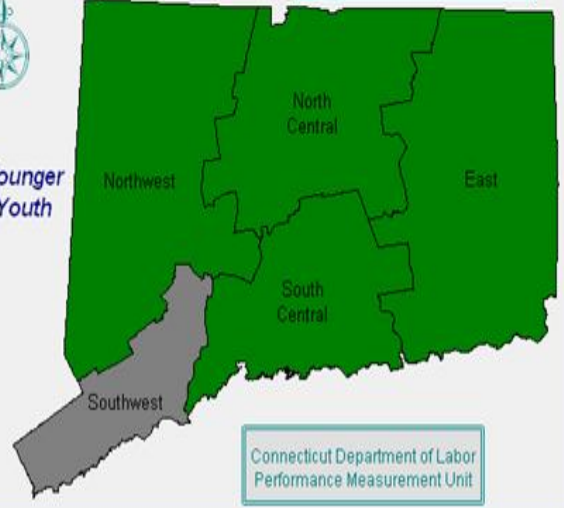


Employment Retention Rate
Outcomes Compared to Targets

- Exceeded
- Met
- Not Met

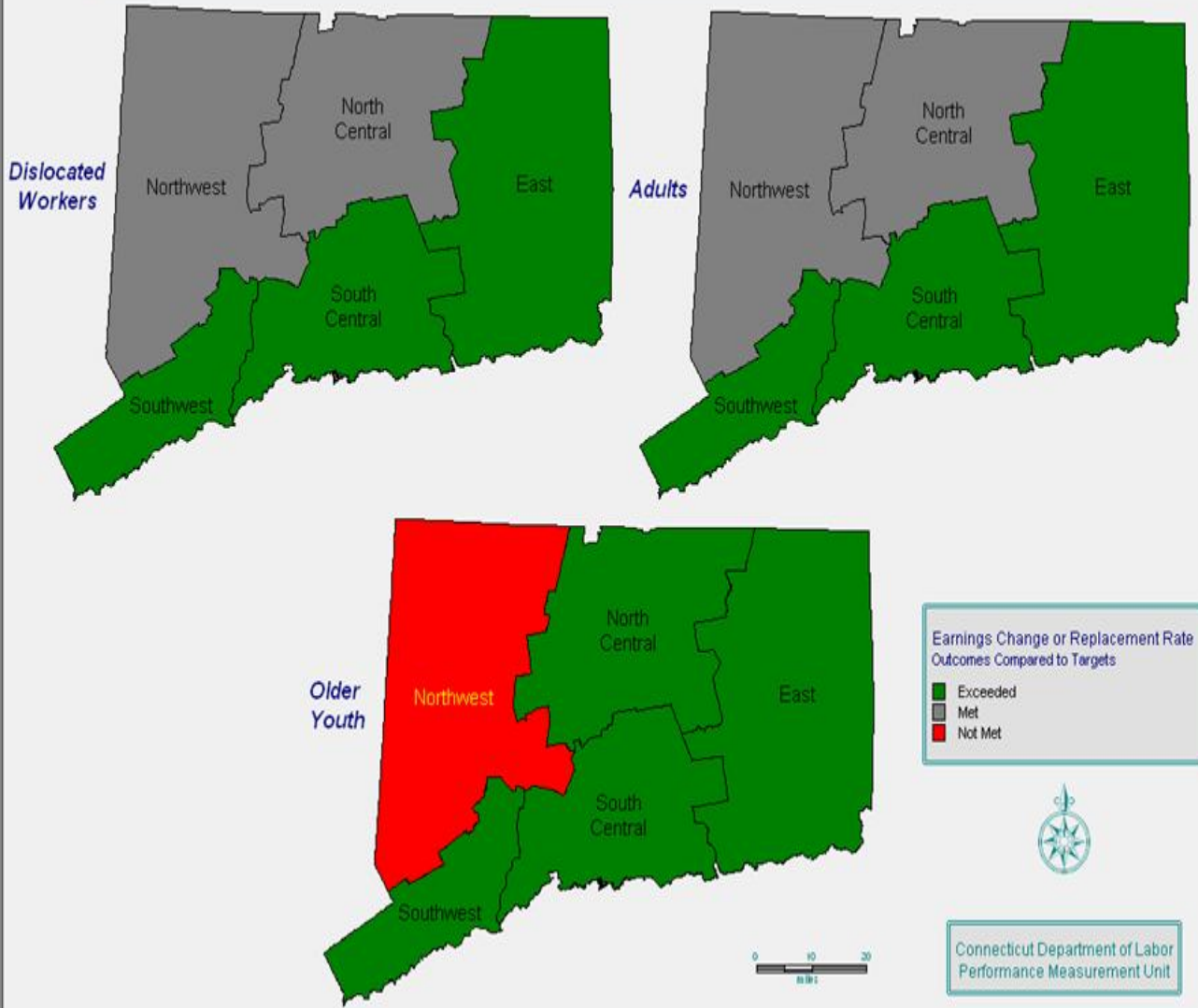


Younger Youth



Connecticut Department of Labor
Performance Measurement Unit

Performance Outcomes - Earnings Change and Earnings Replacement Rate



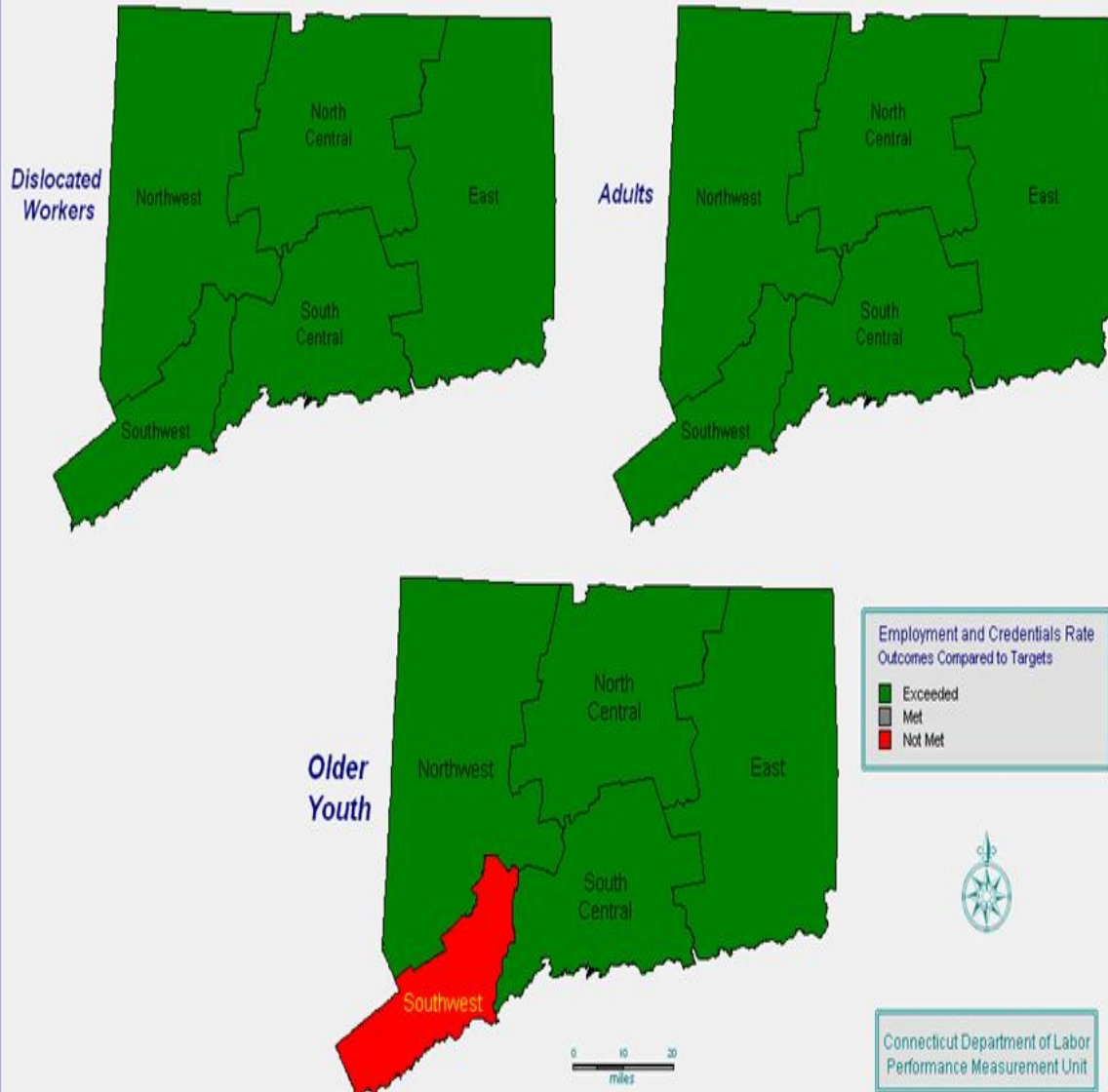
Earnings Change or Replacement Rate
Outcomes Compared to Targets

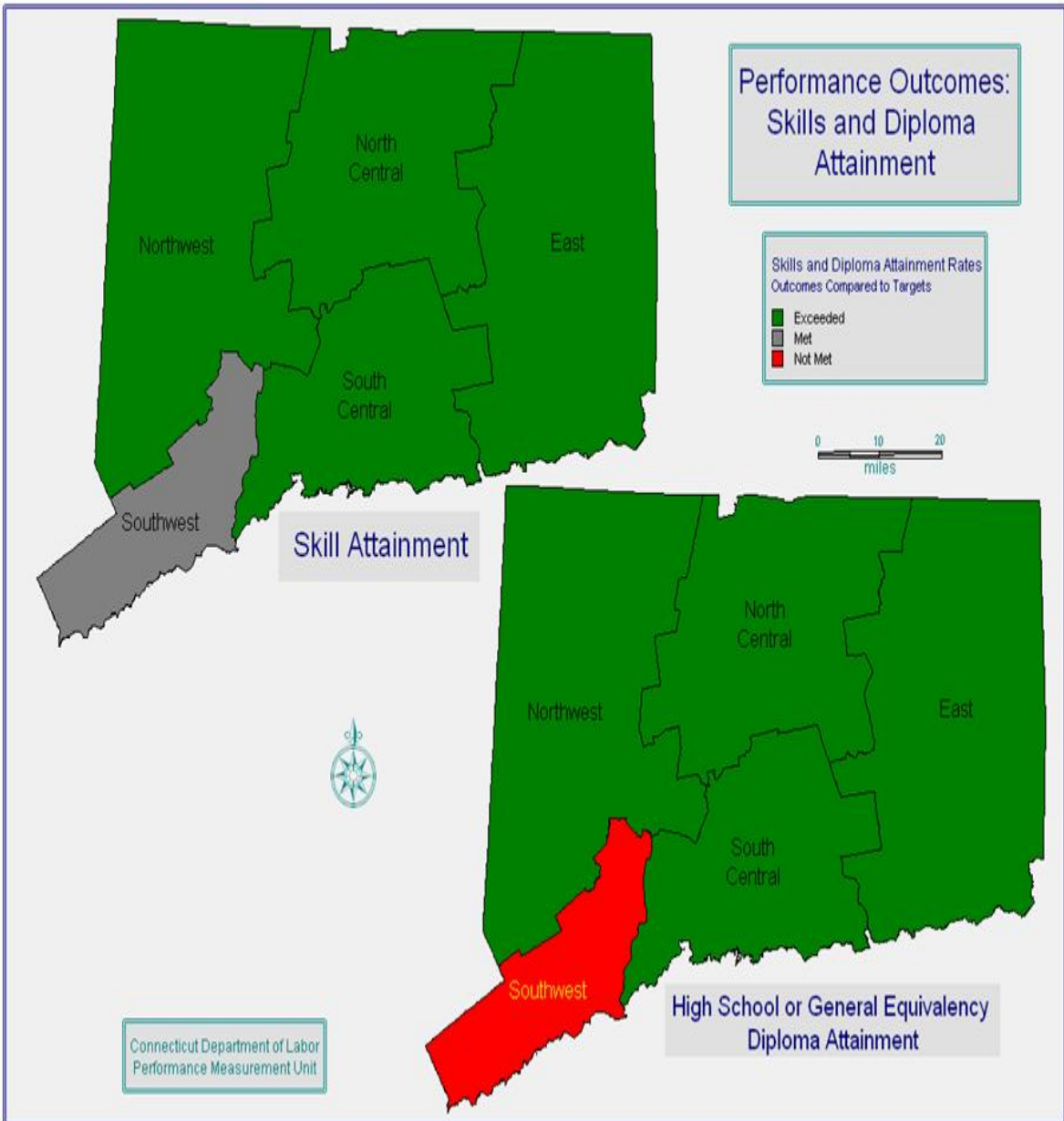
- Exceeded
- Met
- Not Met



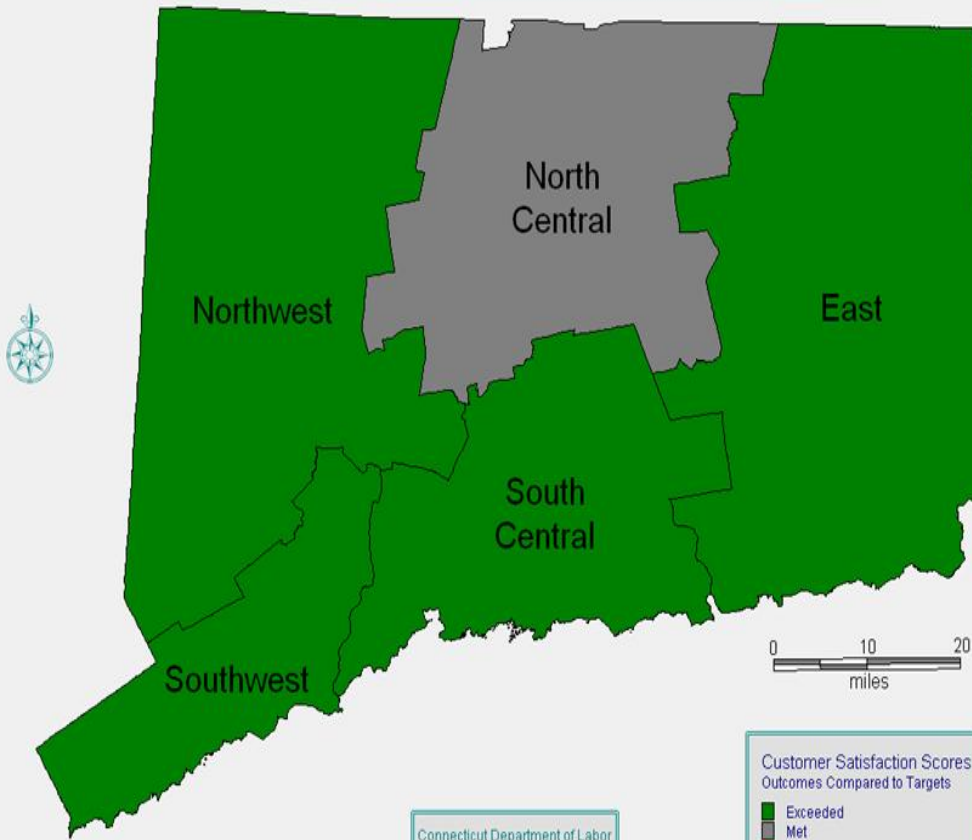
Connecticut Department of Labor
Performance Measurement Unit

Performance Outcomes - Employment and Credentials Rate





Performance Outcomes - Customer Satisfaction



Connecticut Department of Labor
Performance Measurement Unit

Customer Satisfaction Scores
Outcomes Compared to Targets

- Exceeded
- Met
- Not Met