

**Capital Workforce Partners  
Local Workforce Investment Board for North Central Connecticut  
2012 - 2016 Plan**

*September, 2012*



## EXECUTIVE SUMMARY

Capital Workforce Partners (CWP) is one of five regional Workforce Investment Boards in Connecticut. It is responsible for coordinating a regional workforce system that meets the changing employment and training needs of employers and job seekers in support of the North Central Connecticut region's economic growth and vitality.

CWP's Plan outlines and aligns CWP's priorities, strategies, and initiatives. It also includes Results-Based Accountability (RBA) that outlines the strategies to support three identified regional community outcomes, as measured by a series of indicators. In 2009, CWP adopted a Results-Based Accountability (RBA) framework. This framework ties social and economic outcomes for a given community to the effectiveness of its programs and services. It is through this framework that CWP developed its business plan, defined its strategies, and set the direction for its future.

Through its planning process and adoption of the RBA over the past several years, CWP has been moving toward focusing on those priorities, strategies and initiatives which will have a measurable impact at the community level. To this end, it has identified the following key areas of priority and strategic focus.

Priorities		Strategies
1. Self-Sufficient Adults		Strengthen career development and advancement approaches through contextualized and technology-based learning.
2. Youth Prepared for Post-Secondary Education and Employment		Strengthen systems to prepare youth with work and career-readiness skills.
3. A Workforce that Meets the Needs of Employers		Drive sector-based programs and business partnerships to support employer needs.

As CWP refines its business planning process, it is focusing on those key strategic issues which will have a measurable impact on program performance and community-level indicators. It is not intended to provide the detailed roadmap of how strategies achieve this, but rather, the strategic-level priorities, strategies, and initiatives.

Through these areas of focus, CWP will support job seekers looking to enter employment, provide training and career competencies to increase preparation for the current and future workforce, and target training and activities in sectors of future growth and demand. CWP will strive to ensure its priorities and strategies provide a measurable impact on community-level results, within the resources it operates.

As part of its rigorous planning process, CWP proactively held two stakeholder meetings to review its goals, strategies, priorities and initiatives. Two separate meetings were held with economic development organizations and associations, and with educational institutions and community-based organizations. Feedback received during these meetings was incorporated into the plan if and when appropriate, e.g., continued focus on the insurance and financial services sector since, although having decline in recent years, is still a major regional employer.

The CWP strategic planning also is factoring in the recent analysis of emerging workforce demographic changes, where recent research conducted by Orlando Rodriguez indicate both challenges and opportunities facing Connecticut's workforce through a combination of a significant number of high/middle skill workers who will be soon retiring, coupled with less skilled younger workers able to fill their vacated job positions. This demographic trend further informs the CWP strategic plan's emphasis on better preparing more young people for employment and post-secondary education, as well as preparing long-term unemployed segments of the population with post-secondary credentials needed for middle skill jobs in the employment growth sectors that this plan targets.

# **ENVIRONMENTAL SCAN – WORKFORCE, LABOR MARKET, RESOURCES**

# ENVIRONMENTAL SCAN – WORKFORCE, LABOR MARKET, RESOURCES

(Note: Hartford County and/or Hartford LMA data is used where north central region data is unavailable; in addition, disparate time periods may be used depending on data availability).

## Economic Overview

The Economic Overview shows the environment in which CWP is operating. Because of a decline in employment, slow job growth, and a structurally shifting landscape in the employment market, job seekers need development and long-term support to help their transition back to work and career advancement, in addition to retaining their current jobs. It is imperative that Connecticut keeps the jobs it currently has within the state.

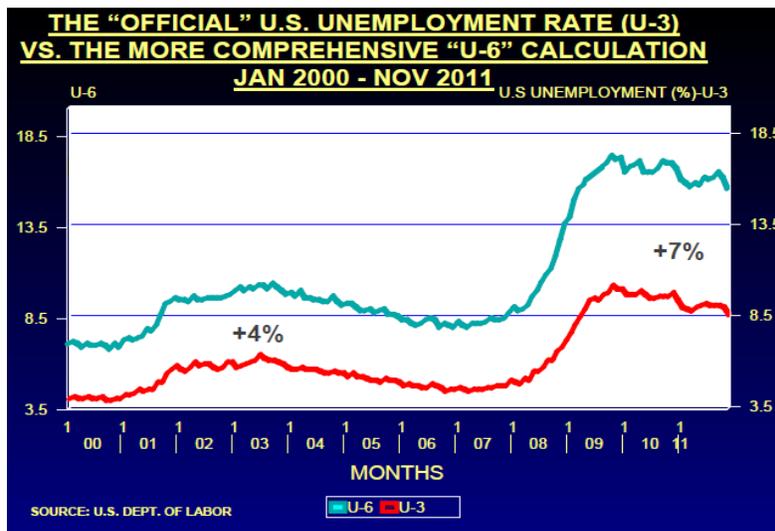
Job growth is slowly returning, and some sectors have shown shifts over the past several years as growth in certain areas, e.g., healthcare, has outpaced others. In addition, although some sectors have shown declines, they continue to be a major employment sector within the region, e.g., insurance and financial services. Even with those positive signs, the unemployment rate remains pervasively high.

## WORKFORCE

### Unemployment - U.S. and Connecticut

When looking at the regional profile of the North Central Region, it is necessary to look at environmental developments within a broader context. The U.S. unemployment rate fell from a high of 10.0% in October 2009 to 8.3% in July, 2012; Connecticut's unemployment figure dropped to 8.5% during the same period. In March 2012, Connecticut's unemployment rate dipped to 7.7%, below the 8.0% threshold for long-term unemployment insurance benefits. This meant that approximately 3,000 long-term unemployed individuals were no longer be eligible for extended unemployment benefits by mid-May 2012, with this number increasing progressively through the year.

The rates in the graph below show the official U.S. unemployment rates. U-3 is the official unemployment rate. A broader measure of unemployment (U-6) includes two important groups that the official rate does not: "discouraged" workers and workers forced into part-time work seeking full time jobs. When this group is included, the unemployment rate rises by an additional seven percentage points.

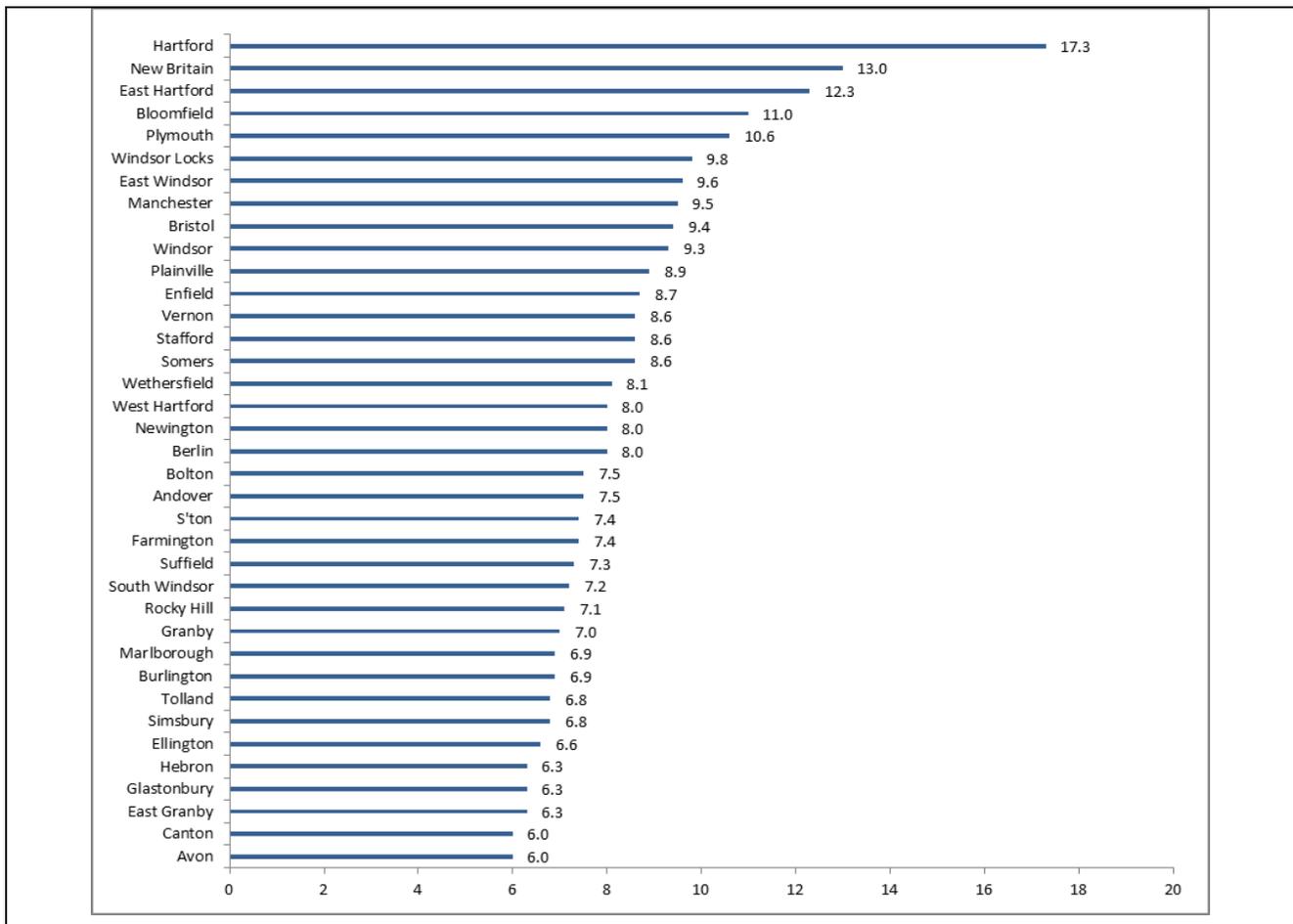


### North Central Region *(unemployment figures are not seasonally adjusted)*

The number of official unemployed workers in the North Central Region was 51,400 as of July, 2012; including marginally attached (currently not in the labor force, wants full-time work, actively job seeking), discouraged or working part-time, the total would be over 86,000. Employment within the North Central Region bottomed in early 2010, but growth has been relatively modest – up almost 2.0% over the past year. Full recovery is not expected to take place in the North Central Region until 2014-15. In addition, the economy needs to grow in excess of 2.0-2.5% to prompt meaningful job expansion.

- Despite modest job growth, the unemployment rate as of July, 2012 was 9.4%, almost the same as a year earlier at 9.3%.
- In July 2012, five municipalities had unemployment rates above 10% - Hartford (17.3%), New Britain (13.0%), East Hartford (12.3%), Bloomfield (11.0%), and Plymouth (10.6%).
- The graph below shows the unemployment rates by town in the North Central Region.

**North Central Region Unemployment %**  
July 2012

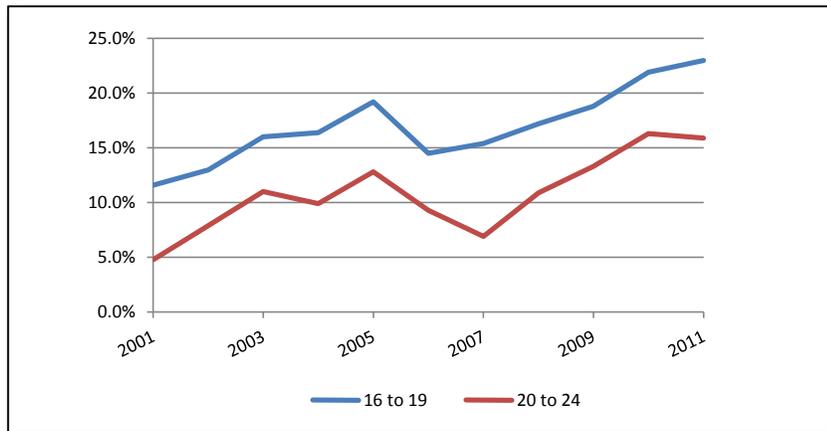


### Youth Employment Trends

- Of all available age ranges, Americans under 25 have consistently endured higher unemployment rates than any age group in the last 30 years.
- Nationally, youth labor force participation rates have declined steadily from the late 1980's onward peaking at 69% during the third quarter of 1989 and falling to 55% in the third quarter of 2011.
- Total youth employment in Connecticut fell by nearly 25% between the third quarter of 2007 and the third quarter of 2010.
- The state's youth labor force declined by 3,000 during this three year period.
- Connecticut's youth unemployment rate in 2010 showed a 7.9 point increase since 2007.

- Available data indicates disparity by ethnic group. In 2010, for example, the unemployment rate for white youth aged 16-19 in Connecticut was 20.5% while it was 33.1% for Hispanic youth.
- In CT, the employment participation rates for 16-24 years olds are four times worse than those employment rates of 25 years and older, and their re-entry into the workforce is much slower than any age group (Sum 2010).

**Connecticut Youth Unemployment: 2001-2011**



## Hartford County - Demographic Structure – *see table below*

According to the US Census Bureau’s American Community Survey 2010, Hartford County had a population aged 16 and over of 715,366. Of this, 486,449 were in the labor force and 432,081 were employed.

The majority of the labor force was aged 25 to 54 years (52%); most workers are aged 25 to 44 years (32%), and those aged 45 to 54 years made up 20%. In addition, the 45 to 54 year age group was the lowest unemployment rate of 8.1%. The youth unemployment rate of 26.5% was alarmingly high. Upticks in youth unemployment over the past decade have demonstrated a continual upward trend.

The majority of the population aged 16 and over is white (76%); the Hispanic/Latino ethnicity demographic was 13.3%. In addition, Hartford County has a highly educated workforce. Of the 25 to 64 year olds, 37 percent have Bachelor’s degrees or higher. As expected, this group had the highest level of employment and the lowest unemployment rate of the educational attainment groups. Those who were less than high school graduates had the highest unemployment rate of 22.4 percent, followed by high school graduates of 13.1 percent.

### Demographic Structure of the North Central Region’s Workforce (Hartford County)

Subject	Hartford County, Connecticut			
	Total	In Labor Force	Employed	Unemployment Rate
Population 16 years and over	715,366	68.00%	60.40%	11.10%
AGE				
16 to 19 years	48,250	46.50%	34.20%	26.50%
20 to 24 years	55,632	81.40%	67.30%	17.30%
25 to 44 years	228,624	86.20%	76.70%	10.90%
45 to 54 years	141,041	84.00%	77.10%	8.10%
55 to 64 years	111,526	70.90%	64.50%	8.90%
65 to 74 years	63,637	31.70%	29.10%	8.20%
75 years and over	66,656	6.00%	5.50%	9.20%
RACE AND HISPANIC OR LATINO ORIGIN				
One race	-	-	-	-
White	540,495	67.50%	61.30%	9.10%
Black or African American	89,741	69.90%	56.20%	19.60%
American Indian and Alaska Native	-	-	-	-
Asian	28,347	72.40%	64.10%	11.50%
Native Hawaiian and Other Pacific Islander	-	-	-	-
Some other race	42,195	70.00%	58.00%	17.10%
Two or more races	12,809	67.40%	57.30%	15.00%
Hispanic or Latino origin (of any race)	95,090	68.00%	57.0%	16.20%
White alone, not Hispanic or Latino	495,486	67.60%	61.7%	8.70%
Population 20 to 64 years	536,823	81.9%	73.3%	10.5%
SEX				
Male	262,437	84.8%	75.6%	10.8%
Female	274,386	79.2%	71.2%	10.1%
EDUCATIONAL ATTAINMENT				
Population 25 to 64 years	481,191	82.0%	74.0%	9.7%
Less than high school graduate	48,079	60.2%	46.7%	22.4%
High school graduate (includes equivalency)	125,025	79.2%	68.8%	13.1%
Some college or associate's degree	130,852	84.4%	76.2%	9.7%
Bachelor's degree or higher	177,235	88.1%	83.5%	5.2%

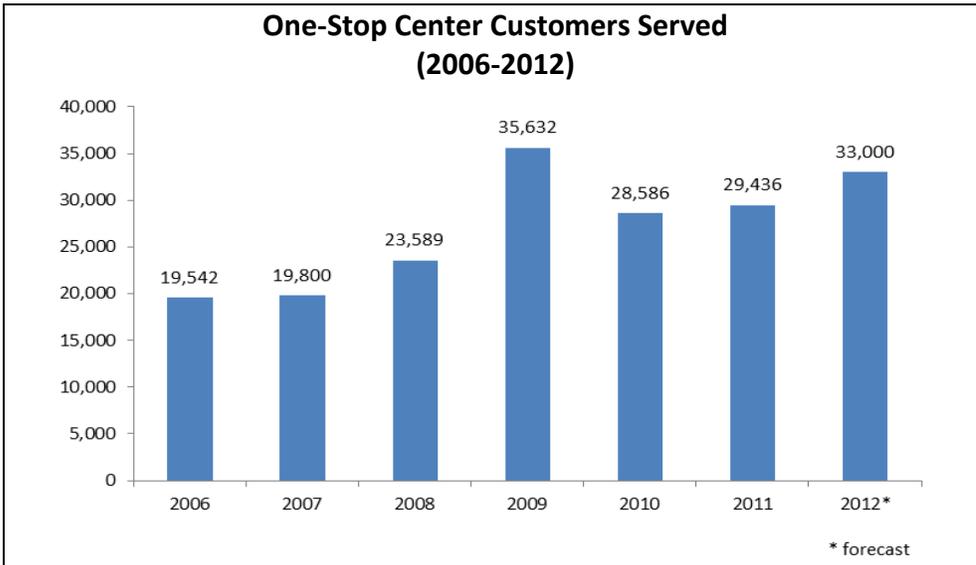
American Community Survey, 1 Year, 2010

# One-Stop Population Characteristics

## North Central Region

The supporting One-Stop data demonstrates a strong need for the programs and services CWP has provided and will continue to provide in the future. CWP will continue to examine and monitor labor market, employer, and sector shifts to ensure it adapts to the changing landscape. Through these activities, it will continue to ensure it prepares a qualified, viable workforce which meets the changing needs of the employers of today and tomorrow.

## One-Stop Population



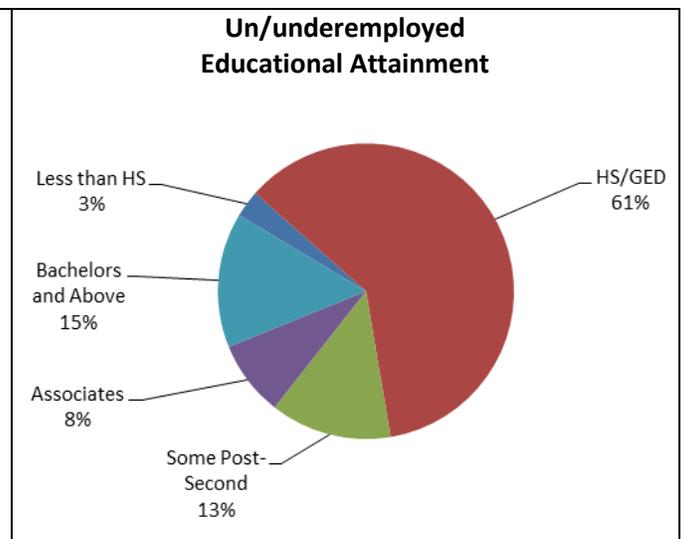
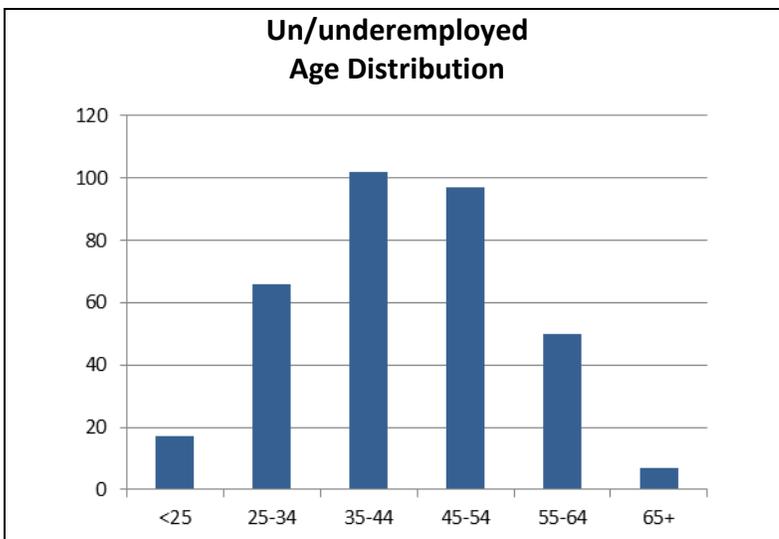
- Total One-Stop Pop.: 29,436 (2011)  
N. Central Region Pop.: 1,005,476 (2010).
- The One-Stop Centers provide assessments, case management, workshops, and referrals for training and jobs among other services.
- The Centers are projected to increase over 2011 in the number of customers in the program year ending June 2012. The level of need continues in the current challenging economic and employment conditions.

## Adult Services Populations

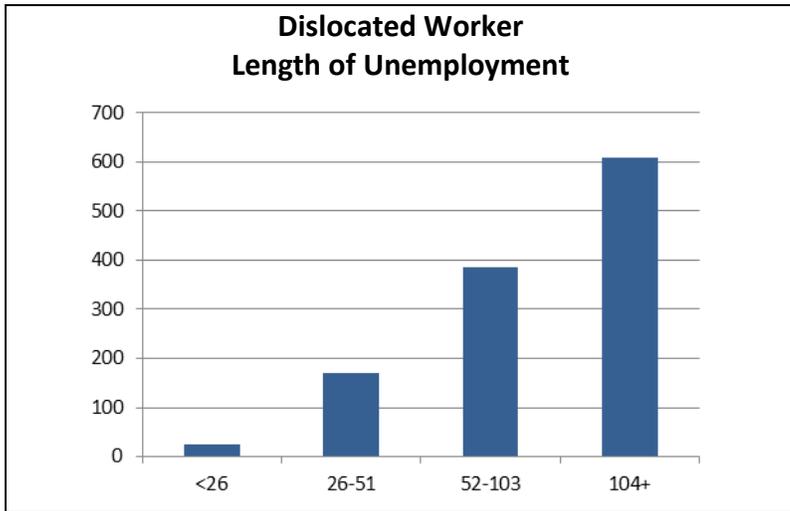
The charts below provide a snapshot of the demographic characteristics of the primary target populations – Un/underemployed and Dislocated Workers. The overall demographics and characteristics of the adult, Dislocated Worker, and Long-term Dislocated Worker are similar to last year.

### Un/Underemployed

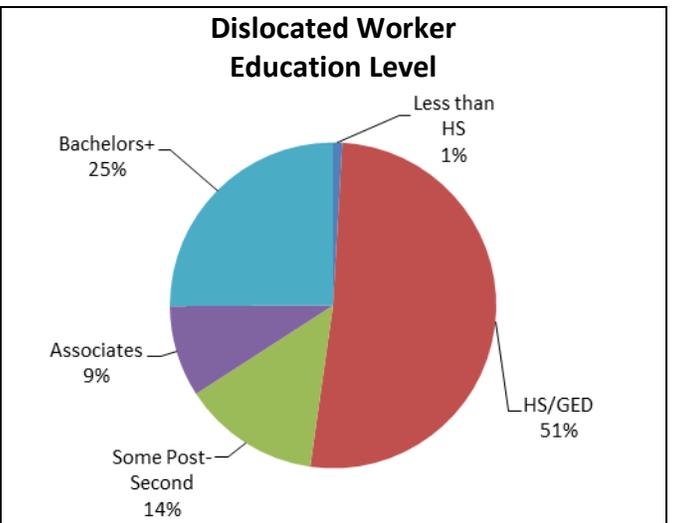
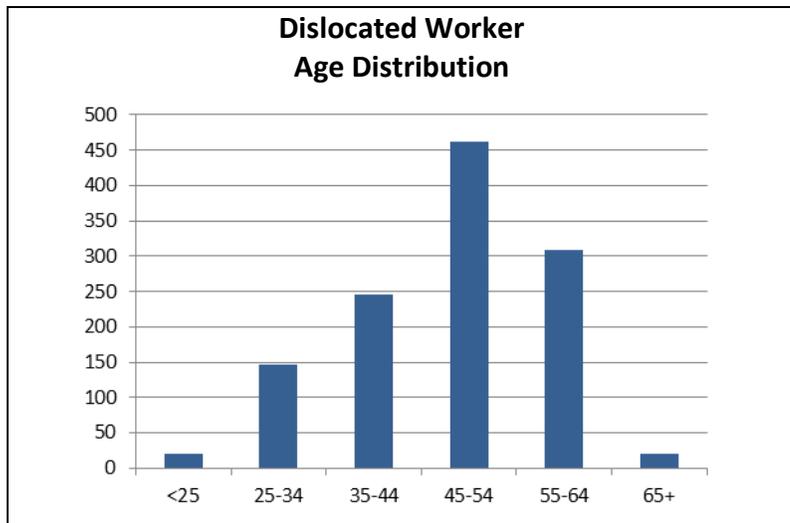
- Fifty-five percent of the un/underemployed adults are aged 45 and younger.
- Sixty-four percent reported no post-secondary training or credentials.
- Fifteen percent had a Bachelor’s degree or higher.



## Dislocated Worker

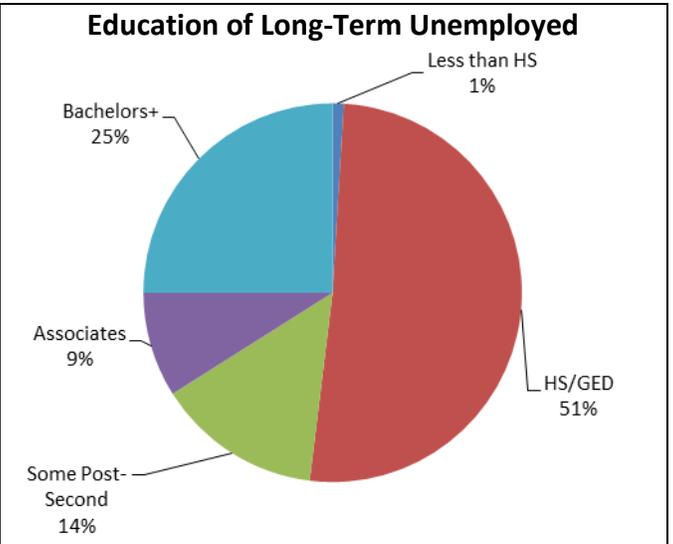
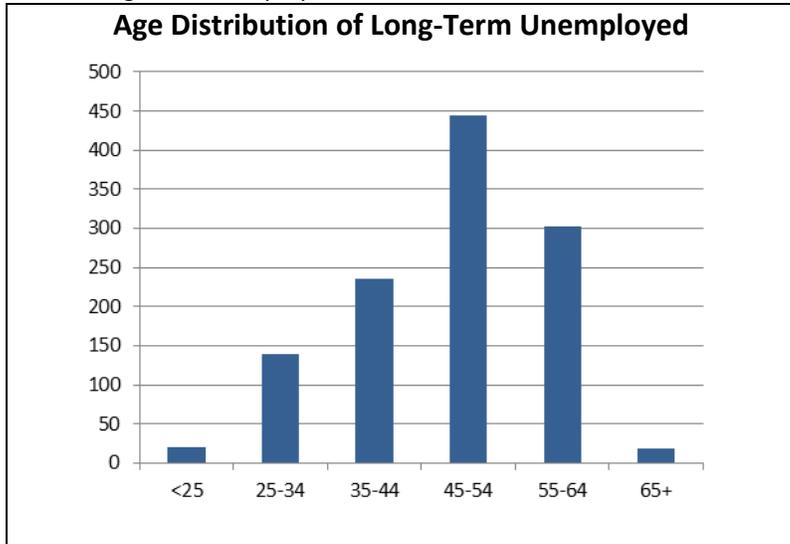


- Ninety-eight percent are long-term unemployed (26 weeks and longer).
- Sixty-six percent of CWP's enrolled Dislocated Workers are 45 and older.
- Seventy-five percent have less than a Bachelor's degree.



## Long-Term Unemployed Dislocated Worker Characteristics

- Sixty-six percent of all dislocated workers are 45 and older; 66% of the long-term unemployed are 45 and older; of the One-Stop customers in this analysis, the data suggests that the older worker is having a more difficult time regaining employment than the younger worker.
- The long-term unemployed have similar education levels to all dislocated workers.



## LABOR MARKET

### Industry/Occupational Trends

- In 2011, average annual non-farm employment the North Central Region increased by 5,700 jobs (from 510,700 to 516,400). Over the past five years, some sectors have consistently outperformed others, e.g., Healthcare and Social Assistance. As has been consistent over the past several years, this sector increased by 2.2% from 2010 to 2011. It has averaged 2.6% growth from 2005 through 2011.
- Coming off a retraction through the recession, Manufacturing has shown resilience and growth over the past year (up 1.3% over 2011).
- When looking at the different sectors, it is important to examine the underlying subcomponents of each sector to identify key drivers of growth or decline. On the surface, they appear in decline, e.g., Construction, but some subcomponents are showing strength, e.g., Construction of Buildings.
- Based on preliminary data, CWP will perform a more detailed analysis of all the sectors, but will pay specific attention to the following two:
  - Finance and Insurance – Although having shown a decline over the past several years, this is one of the key sectors for this region due to its large employment level and high location quotient.
  - Transportation and Warehousing – Several initiatives in the region, the Busway and rapid rail transit projects may bring transportation-related jobs to the region in addition to construction. In addition, several businesses have either established or expanded warehouse operations.

Change in Average Annual Employment 2010-2011		Region to State Location Quotient 2011	Average Annual Wage 2011	Average Emp.
Health & Soc Assist	1,671	1.07	47,736	77,522
Accom & Food Svcs	1,157	0.98	17,566	33,479
Professional & Tech Svcs	910	0.98	80,165	27,719
Retail Trade	896	1.00	28,679	51,872
Manufacturing	717	1.10	75,929	56,851
Transportation & Warehousing	572	1.15	41,605	14,276
Admin & Waste Mgt	505	1.06	39,607	24,441
Educational Svcs	421	0.67	42,593	11,190
Wholesale Trade	275	1.12	69,459	19,940
Information	145	1.10	83,104	10,825
Mgt of Companies & Enterprises	21	1.05	119,003	8,696
Construction	-19	0.91	60,957	15,522
Other	-21	0.96	32,091	16,549
Utilities	-64	0.69	106,247	1,228
Real Estate & Rental & Leasing	-66	0.87	48,985	5,852
Nat'l Res & Mining	-67	0.81	29,607	1,581
Arts, Enter & Rec	-138	0.87	19,371	6,075
Finance & Insurance	-472	1.19	110,626	55,788

## Change in Employment for Select Sectors

	2006	2007	2008	2009	2010	2011	Avg Annual Wage 2011
<b>Health &amp; Soc Assist</b>	1,516	2,322	2,114	2,186	1,283	1,671	47,736
<u>Gains:</u>							
Ambulatory health care services	326	737	500	956	677	374	62,947
Social assistance	944	839	732	783	189	1,001	24,104
Nursing and residential care facilities	169	295	157	371	374	133	34,717
<b>Accom &amp; Food Svcs</b>	1,267	902	384	(639)	(246)	1,157	17,566
<u>Gains:</u>							
Food services and drinking places	935	883	401	(294)	(78)	1,099	16,990
<b>Professional &amp; Tech Svcs</b>	1,220	1,143	(267)	(1,077)	(248)	910	80,165
<b>Manufacturing</b>	351	323	(468)	(3,820)	(3,556)	717	75,929
<u>Gains:</u>							
Fabricated metal product manufacturing	182	60	0	(984)	(1,026)	341	66,860
Transportation equipment manufacturing	273	(22)	114	(860)	(953)	208	96,962
<u>Declines:</u>							
Machinery manufacturing	94	196	(61)	(390)	(563)	(76)	79,494
Printing and related support activities	(40)	(93)	(184)	(300)	(206)	(20)	53,670
Plastics and rubber products manufacturing	69	(13)	(122)	(239)	(258)	(34)	52,971
<b>Transportation &amp; Warehousing</b>	123	(298)	21	(460)	(380)	572	41,605
<u>Gains:</u>							
Transit and ground passenger transportation	72	(12)	295	110	208	238	32,157
Support activities for transportation	(34)	34	17	(159)	(94)	90	51,084
Warehousing and storage	274	(2)	(223)	34	108	243	41,441
<u>Declines:</u>							
Couriers and messengers	(323)	(289)	(109)	(257)	(257)	36	44,677
<b>Admin &amp; Waste Mgt</b>	458	(432)	542	(1,531)	(440)	505	39,607
<u>Gains:</u>							
Administrative and support activities	400	(549)	547	(1,442)	(377)	563	38,284

	2006	2007	2008	2009	2010	2011	Avg Annual Wage 2011
<b>Construction</b>	105	552	(600)	(2,611)	(1,709)	(19)	60,957
<u>Gains:</u>							
Construction of Buildings	92	93	(130)	(568)	(307)	114	60,555
<u>Declines:</u>							
Specialty Trade Construction	(268)	447	(388)	(1,934)	(1,468)	(109)	58,609
<b>Finance &amp; Insurance</b>	355	349	(271)	(1,289)	(306)	(472)	110,626
<u>Declines:</u>							
Insurance carriers and related activities	440	429	10	(484)	(840)	(691)	113,012

Source: CT DOL

## Industry Growth

Based on Industry projections by the Connecticut Department of Labor, Services Producing industries are expected to have the greatest increase in employment from 2008 to 2018. Within this, Education and Health Services are expected to have the greatest increase with 17,952 jobs. This is in line with the previous sector analysis of actual employment levels over past several years. However, these figures are based from 2008, the beginning of the recession. The numbers in the previous analysis, although not projected, show actual employment levels over the past several years.

Although Manufacturing is projected to have a decline in employment over the 2008 to 2018 time period, based on the actual employment in the previous sector analysis, although slammed during the recession, employment in this sector grown over the 2010 to 2011 time frame. In addition, there is an increasing demand for individuals with middle skill, manufacturing experience as this sector continues to grow.

Industry	2008	2018	Change #	Change %
<b>Total Employment, All Jobs</b>	591,522	618,856	27,334	4.6
<b>Goods-Producing</b>	85,555	82,531	-3,024	-3.5
Construction	20,333	20,788	455	2.2
Natural Resources and Mining	1,886	1,744	-142	-7.5
Manufacturing	63,336	59,999	-3,337	-5.3
<b>Services-Providing</b>	465,506	496,049	30,543	6.6
Education and Health Services	126,218	144,170	17,952	14.2
Professional and Business Services	68,738	75,498	6,760	9.8
Information	12,522	13,585	1,063	8.5
Leisure and Hospitality	40,779	43,698	2,919	7.2
Financial Activities	66,623	69,966	3,343	5.0
Other Services (Except Government)	17,640	18,319	679	3.9
Trade, Transportation, and Utilities	96,267	97,130	863	0.9
Unpaid Family Workers, Primary Job	391	389	-2	-0.5
Self-Employed Workers, Primary Job	40,057	39,874	-183	-0.5
Total Self-Employed and Unpaid Family Workers, Primary Job	40,448	40,263	-185	-0.5
Government	36,719	33,683	-3,036	-8.3

## Occupation Growth

Consistent with the industry projections above, related occupations in Education and Health Services are projected to have the greatest occupational growth. Total annual openings are estimated to be 1,257, with annual growth in occupations being 478.

Occupational Group / Occupation Title	Employment		Annual Openings 2008-2018		% Absolute	% Growth
	2008	2018	Total	Growth	Change	Change
<b>Total, All Occupations</b>	591,522	618,856	17,040	3,713	2.9%	0.6%
Education, Training, and Library Occupations	35,592	40,362	1,257	478	3.5%	1.3%
Healthcare Practitioners and Technical Occupations	31,127	35,078	1,021	396	3.3%	1.3%
Computer and Mathematical Occupations	21,030	24,384	719	354	3.4%	1.7%
Healthcare Support Occupations	19,349	22,625	546	333	2.8%	1.7%
Office and Administrative Support Occupations	94,527	94,832	2,253	323	2.4%	0.3%
Business and Financial Operations Occupations	36,734	39,580	1,044	285	2.8%	0.8%
Personal Care and Service Occupations	19,841	22,596	729	278	3.7%	1.4%
Food Preparation and Serving Related Occupations	36,978	39,036	1,639	207	4.4%	0.6%
Management Occupations	47,398	48,261	1,260	175	2.7%	0.4%
Sales and Related Occupations	56,622	57,163	1,795	120	3.2%	0.2%
Building and Grounds Cleaning and Maintenance	22,589	23,690	491	119	2.2%	0.5%

Occupations						
Arts, Design, Entertainment, Sports, and Media Occupations	11,822	12,877	419	111	3.5%	0.9%
Community and Social Services Occupations	11,487	12,565	361	107	3.1%	0.9%
Transportation and Material Moving Occupations	32,617	32,681	857	84	2.6%	0.3%
Architecture and Engineering Occupations	15,274	15,853	396	67	2.6%	0.4%
Life, Physical, and Social Science Occupations	4,846	5,205	184	43	3.8%	0.9%
Installation, Maintenance, and Repair Occupations	18,513	18,644	414	42	2.2%	0.2%
Construction and Extraction Occupations	20,619	20,684	416	41	2.0%	0.2%
Legal Occupations	6,595	6,856	135	27	2.0%	0.4%
Production Occupations	35,402	33,195	666	24	1.9%	0.1%
Protective Service Occupations	11,055	10,748	322	13	2.9%	0.1%
Farming, Fishing, and Forestry Occupations	1,334	1,247	36	0	2.7%	0.0%

## Short- and Long-Term Skills Needs and Challenges

Many current and future occupations require middle skill capabilities and higher level educational aptitudes. There is an increasing demand for workers with “middle skills”<sup>1</sup> competencies which require post-secondary education in trade-specific skills, e.g., plumbing, electrician, construction, or other credentials.

A 2012 research study by Orlando Rodriguez in Connecticut Voices for Children<sup>2</sup> focused on changing demographics primarily for the purpose of demonstrating that these changes will have a significant impact on declining workforce income on the state. However, these changing demographics will also have a significant impact on the state’s future workforce and the skills that will be needed both in the short-and long-term. Several key issues facing the region and Connecticut in the short- and long-term include:

- 1) The need for retraining of dislocated workers who are not of retirement age.
- 2) Current and future demand for middle-skill workers, particularly in the advanced manufacturing, infrastructure (utilities/installation/maintenance/repair), and allied health sectors.
- 3) Continued high unemployment rates and labor force participation challenges.

In the short-term, employers are actively looking for individuals with middle skills. This recession has meant the laying off of many experienced, skilled employees who, to rejoin the workforce, will need retraining to meet the needs of employers.

In addition, the aging population in Connecticut is growing at the same time the working age population is shrinking. This aging population is on the cusp of retiring out of regular, full time employment, with a declining workforce in the wings to replace it. These dynamics are having, and will have, significant consequences on Connecticut’s and the North Central Region’s workforce development strategies, and its ability to replace retiring workers with a workforce that has the skills employers need.

<sup>1</sup> Middle-skill jobs are those that generally require some education and training beyond high school but less than a bachelor’s degree.

<sup>2</sup> Connecticut Voices for Children, Orlando Rodriguez, February, 2012

## **RESOURCES**

### **CWP Programs and Services**

CWP's CTWorks One-Stop programs offer services to assist in skill development, job placement, career development workshops and related activities. Programs are broken down into Core and Intensive services. Core services provide a broad array of self-directed job search activities as well as workshops, resume writing support, online learning and computer access among others. Intensive services are for those who have experienced extended difficulties in their job search and who also often have significant barriers to re-employment. Intensive services include individualized career counseling and career planning, job training and fellowship/internship programs for long-term unemployed and dislocated workers.

One-Stop Services are described in more detail towards the end of this document. Related programs and services which CWP is a partner in are described below.

#### **Adult**

- The Hartford Public Library offers a wide array of no-cost basic education, citizenship training and job search resources.
- Community Partners in Action provides services to ex-offenders.
- The Department of Labor offers universal services, along with specialized services for veterans.
- The New England Farm Workers Council provides services for immigrant workers and speakers of limited English ability.
- Community colleges offer a number of short-term certificate programs; in addition, community colleges offer customized training programs to employers on a fee-for-service basis.
- CWP administers the North Central Region's STEP UP programs, which are two initiatives to incent small-sized employers to hire unemployed workers.
- CWP administers Incumbent Worker Training Funds; these funds provide training opportunities for incumbent workers to develop skills to enhance career growth, layoff aversion, and potential for increased wages.

#### **Youth**

##### **In-School Youth**

- CWP's Career Competencies program system is being used for in-school youth and funded through municipal and private sources.
- The Hartford Board of Education is developing a system-wide internship model for high school students.
- The New Britain Board of Education has embedded CWP's Career Competencies as part of their Career Planning elective for high school students.

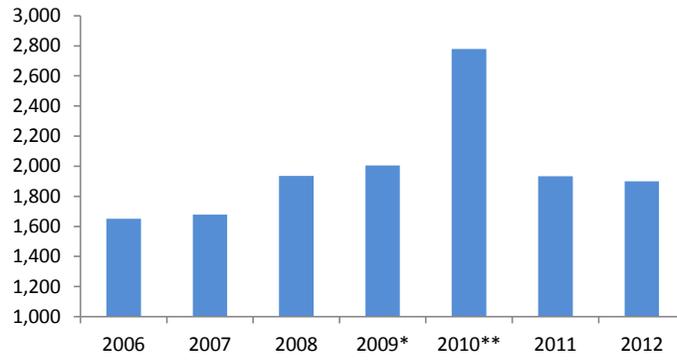
##### **Out-of-School Youth**

- The emphasis for out-of-school youth is on enrollment and retention in post-secondary education or entry into employment with a career path.
- CWP administers and runs an out-of-school youth program, with three service models:
  - Simulated business
  - Contextual learning
  - Higher education partnership
- CWP contracts with youth-serving agencies, who recruit from their constituencies. Recruitment strategies include targeting youth served in other agency programs, such as Pathways at Our Piece of the Pie and the college transition program at Blue Hills Civic Association. Youth providers also have relationships with local adult education programs and community based agencies that serve as recruitment sources. CWP expects youth to increase the academic and career competencies of the youth, and to complete a high school diploma or GED if they enter the program without one. CWP also expects the youth to enter employment at a self-sufficient wage or to enter and complete post-secondary education.

##### **Summer Youth**

A six week, summer "work and learn" experience in July and August designed for students in 8<sup>th</sup> – 12<sup>th</sup> grades. It is a tier-based system, dependent on age, capability, and prior experience in the program. Career competency training (provided by contracted community organizations) combined with sequential learning and experience is the foundation for this program. Internships for this program are both subsidized and unsubsidized.

**North Central Region**  
**Summer Youth Employment and Learning Participants**  
*(Program Year Ending June 30)*



\* 2009 includes out of school youth also; 2006-08 represents in-school youth only

\*\* 2010 - a record number of youth participated due to a one time infusion of stimulus funds under the American Recovery and Reinvestment Act (ARRA) funding

## **LINKAGE TO ECONOMIC DEVELOPMENT**

## LINKAGE TO ECONOMIC DEVELOPMENT

CWP partners with, is an active member of, or contributes to the economic development activities of related entities within the region and state. Through this involvement, it is able to ensure its related workforce development goals and initiatives are aligned with the economic development visions of economic and related organizations. In addition, it actively consults with regional employers to ensure programs and services are aligned with employer needs. Examples of these partnerships/cooperation include:

Organization	Activity
Metro Hartford Alliance	CWP's workforce development initiatives in Metro Hartford Alliance's Comprehensive Economic Development Strategy (CEDS) are one of four economic development pillars in that plan. CWP has been an integral part of the plan's advisory committee, providing input and guidance particularly around the workforce development aspects.
The Central Connecticut Regional Planning Agency (CCRPA)	CWP is a member of the CCRPA Board member representing the workforce development perspective to CCRPA initiatives in the region. CCRPA is the regional and metropolitan planning organization for the cities of Bristol and New Britain and the towns of Berlin, Burlington, Plainville, Plymouth, and Southington.
Metro Hartford Alliance for Careers in Healthcare (MACH)	Co-Chair of MACH. CWP is a co-chair of MACH, co-convened by CWP and Connecticut Women's Education and Legal Fund (CWEALF). MACH is an employer-driven partnership to promote healthcare careers. MACH members include 13 healthcare employers, four regional community colleges, two public four-year colleges and two private universities. In addition, Alex Johnson, Chief Operating Officer, CWP, was recently appointed to a Health Information Management Employer Advisory group assembled by Capital Community College.
Connecticut Center for the Advancement of Technology (CCAT)	Actively partnering with CCAT to forward initiatives in support of manufacturing employer needs, e.g., incumbent worker training, youth pipeline development, training programs, etc.
Regional and Town Chambers of Commerce	Partner closely with regional and town Chambers of Commerce. This helps facilitate a close relationship with employers in helping identify their needs, and ensuring association members are aware of CWP's programs and services. In addition, select chamber(s) act as a quasi-satellite office in delivering skeleton services to job seekers.
Manufacturing Focus Groups	In conjunction with CCAT, CWP hosts annual joint focus group groups with regional manufacturers to ensure its programs and services are aligned with manufacturers' needs. These meetings also allow employers to learn about new and current CWP and CCAT programs and services, as well as an opportunity for CWP and CCAT to understand manufacturers' concerns and needs. In turn, this feedback can be incorporated into CWP and CCAT offerings.
Green Jobs Advisory Committee	CWP convenes the Green Jobs Advisory Committee. This committee is responsible for overseeing the development and implementation of all regional ongoing and proposed green-related economic and workforce development investments. The committee is made up of community stakeholders in the energy efficiency and construction sectors and includes employers, business and trade associations, local and state government agencies, training providers and community based organizations. The committee is co-chaired by the Connecticut Business and Industry Association Education Foundation Executive Director and the President of the Connecticut Center for Advanced Technology.
Jobs Funnel Advisory Committee	The Jobs Funnel Advisory Committee is an ad hoc committee of the CWP board it will be chaired by Ed Reilly and John Butts
Department of Economic and Community Development (DECD)	DECD staff member active on CWP Board; also active member of CWP's One-Stop Committee. Relationship with DECD facilitates coordination of job creation programs with One-Stop customers and STEP UP programs.
Hartford Economic Development Corporation (HEDCO)	CWP has a Memorandum of Understanding with HEDCO. This agreement will align identified employers which are creating jobs as a result of grants and loans with One-Stop job seekers. In addition, entrepreneurial training provided through One-Stops will align with HEDCO's small business development center.

## **VISION AND GOALS**

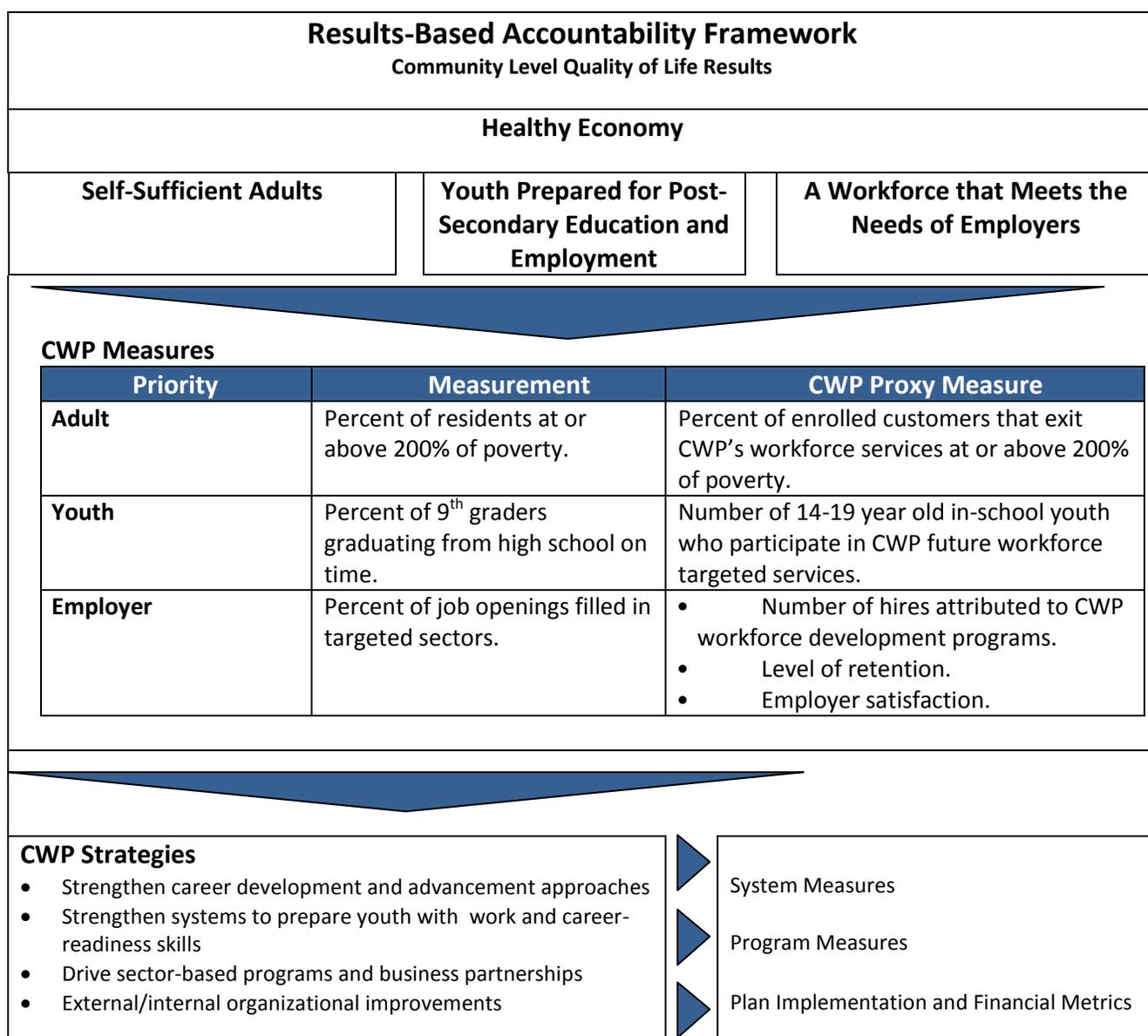
## VISION AND GOALS

### Results-Based Accountability (RBA)

The Results-Based Accountability model, a new accountability approach that provides the basis for the development of CWP's Plan, was adopted by CWP in 2009. Results-Based Accountability (RBA) is a measurement approach that puts the focus on the ends – the quality of life results for a community – rather than the means – the output of a program or system. RBA enables program administrators to identify how well they are doing in achieving a particular quality of life result and where they might need to make changes. The four quality of life results adopted by the CWP Board are as follows:

1. Healthy economy (overarching result)
2. Self-sufficient adults
3. Youth prepared for post-secondary education and employment
4. A workforce that meets the needs of employers

The model ties social and economic outcomes for a given community to the effectiveness of programs and services. Through the use and tracking of social and economic indicators, CWP strives to determine how well the programs and services it has adopted are contributing to the high-level, quality of life results. In turn, through measurement on a program and system basis, it is able to determine the effectiveness of its programs and services. It is looking to ensure there is movement in a positive direction through its programs and services and through the strategies that it adopts.



## Key Priorities, Strategies and Initiatives

### Connecticut Employment and Training Commission (CETC) Priorities

*CETC Priorities reflect the key strategies of the state’s Workforce Investment Board. Inclusion of CETC priorities demonstrates CWP’s alignment with state goals.*

- **Talent Pipeline:** Promote adult workforce education strategies that emphasize acquisition of skills needed to succeed in the workplace, including contextualized instruction tied directly to competitive industry sectors and employment opportunities, e.g., IBEST pilot. Promote enhancements in the *CTWorks* One-Stop Career System to: deliver services to low-income/low-skilled customers through collaboration with human services providers; create the entry point to career pathways in key skills shortage areas; respond effectively to employers’ needs for skilled workers; use technology to provide a deeper level of service to a broader customer audience at reduced costs.
- **Jobs Creation:** Implement targeted initiatives and programs which focus on putting the unemployed back to work; programs in STEP UP programs –wage subsidy and small manufacturer training grant initiatives to incent small-sized employers to hire unemployed workers. Since its inception in February, CWP has engaged 17 companies in the wage subsidy program having hired 35 unemployed as full-time employees, and 64 unemployed were hired by 18 employers in the small manufacturing training grant.
- **Education – Future Workforce:** Promote positive youth development strategies – emphasizing the *Work and Learn* model – that increase opportunities for all Connecticut youth to get the education to prepare them for success in the workplace, with a focus on middle-school students, out-of-school youth, youth at risk of involvement with the justice system, and in-school youth with disabilities.
- **Middle Skills Jobs:** Implement Jobs Funnel strategies at the regional level to prepare and place qualified workers in good-paying jobs leading to careers in strategically targeted industries and occupations. Implement all aspects of the regional Adult Literacy Plan, including professional development, uniform assessment, measurements best practices, e.g., I-BEST, and communication strategies.

### CWP Priorities and Strategies

Through its planning process, adoption of the Results-Based Accountability framework over the past several years, and in response to its challenging environment, CWP has been moving toward focusing on those priorities, strategies and initiatives which will have a measurable impact at the community level. To this end, it has identified the following key areas of priority and strategic focus.

Priorities		Strategies
1. Self-Sufficient Adults		Strengthen career development and advancement approaches through contextualized and technology-based learning.
2. Youth Prepared for Post-Secondary Education and Employment		Strengthen systems to prepare youth with work and career-readiness skills.
3. A Workforce that Meets the Needs of Employers		Drive sector-based programs and business partnerships to support employer needs.

### Public Input

In addition, CWP solicited public input from employer organizations, economic development entities, community-based organizations, and educators in the form of two stakeholder meetings. Dialogue, discussion, and input into CWP’s plan, strategies and priorities were encouraged. Feedback was incorporated into the plan, where appropriate, e.g., the inclusion of Insurance and Financial Services as a major sector area due to its concentration in the region.

### Resource Development

CWP has a short-and long-term resource development plan. The short-term plan addresses securing funds needed to either enhance current programs or services, e.g., National Emergency Grant (NEG), the Adult Literacy Plan, or continue current successful, piloted programs, e.g., I-BEST. CWP will also respond to competitive federal grant opportunities, and focus on identifying national foundations that align to workforce development. Longer term, CWP is engaging in efforts to educate select audiences on workforce development needs in areas where CWP has focused its priorities, e.g., Youth programs, populations with special needs, adult services, etc.

**CWP Priority – Self-Sufficient Adults (no longer eligible for public support)**

<b>Measurement</b>	Percent of residents at or above 200% of poverty.
<b>CWP Proxy Measure</b>	Percent of enrolled customers that exit CWP's workforce services at or above 200% of poverty.
<b>Strategy</b>	Strengthen career development and advancement approaches through contextualized and technology-based learning.
<b>Initiatives</b>	<ol style="list-style-type: none"> <li>1. Enhance alignment of sectors to One-Stops focusing on middle skill occupations.               <ol style="list-style-type: none"> <li>i. Implement plan to align training resources to more high performing programs.</li> </ol> </li> </ol>
	<ol style="list-style-type: none"> <li>2. Enhance, identify and use online training materials and career development tools with a focus on STEM competencies.               <ol style="list-style-type: none"> <li>i. Further identify and implement online learning technology tools in One-Stop Centers.</li> <li>ii. Ensure staff has necessary skills to facilitate online learning.</li> </ol> </li> </ol>
	<ol style="list-style-type: none"> <li>3. Increase access for individuals to middle skill opportunities.               <ol style="list-style-type: none"> <li>i. Implement I-BEST (contextualized learning construction model).</li> <li>ii. Expand Jobs Funnel model to Bristol.</li> <li>iii. Continue to develop, identify and implement green skills training for inclusion in Funnel programming.</li> <li>iv. Design and implement CWP/Hartford Public Library (HPL) One-Stop partnership.</li> <li>v. Build sector-focused capability within One-Stops, i.e., Allied Health, Advanced Manufacturing, Construction.</li> </ol> </li> </ol>

**CWP Priority – Youth Prepared for Post-Secondary Education and Employment**

<b>Measurement</b>	Percent of 9 <sup>th</sup> graders graduating from high school on time.
<b>CWP Proxy Measure</b>	Number of 14-19 year old in-school youth who participate in CWP future workforce targeted services.
<b>Strategy</b>	Strengthen systems to prepare youth with work and career-readiness skills.
<b>Initiatives</b>	<ol style="list-style-type: none"> <li>1. Gain formal approval to integrate Career Competencies into 9<sup>th</sup> – 12<sup>th</sup> year-round education programs/core curriculum.               <ol style="list-style-type: none"> <li>i. Enhance Career Competency website and facilitate use by community partners and schools.</li> <li>ii. Work with youth service organizations to promote use of Career Competencies.</li> </ol> </li> </ol>
	<ol style="list-style-type: none"> <li>2. Support creation and implementation of internship standards and summer youth employment experiences aligned to high school graduation requirements. In Hartford:               <ol style="list-style-type: none"> <li>i. Design universal internship model that will align to Capstone and graduation requirements.</li> <li>ii. Develop a universal employer engagement strategy to increase employer participation and investment.</li> </ol> </li> </ol>
	<ol style="list-style-type: none"> <li>3. Continue to enhance and build out occupational information for all three core sectors, to assist students, parents and school officials to better understand and plan for available career opportunities.               <ol style="list-style-type: none"> <li>i. Strengthen sector-focused pipeline through close partnerships with programs, e.g., I-BEST, Dream It Do, Career Development, and with academies where appropriate.</li> <li>ii. Further populate and provide more detailed information regarding the occupations on three separate sector matrices.</li> <li>iii. Create a web-based model to access information.</li> <li>iv. Develop system to keep information updated.</li> </ol> </li> </ol>

## CWP Priority – *A Workforce that Meets the Needs of Employers*

<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Percent of job openings filled in targeted sectors.</li> </ul>
<b>CWP Proxy Measure</b>	<ul style="list-style-type: none"> <li>• Number of hires attributed to CWP workforce development programs.</li> <li>• Level of retention.</li> <li>• Employer satisfaction.</li> </ul>
<b>Strategy</b>	<p>Drive sector-based programs and business partnerships to support employer needs.</p>
<b>Initiatives</b>	<ol style="list-style-type: none"> <li>1. Implement emerging sector strategy.             <ol style="list-style-type: none"> <li>i. Identify emerging sectors in CWP’s region.</li> <li>ii. Identify employer needs.</li> <li>iii. Build sector partnerships.</li> <li>iv. Identify and implement programs to support employer needs.</li> </ol> </li> <li>2. Continue to develop and implement Allied Health plan.             <ol style="list-style-type: none"> <li>i. Implement H-1B activities for registered nurses, medical coders, and health information technology individuals.</li> <li>ii. Facilitate the development of a hybrid two-year degreed registered nurse to Bachelors of Science (BSN) in nursing program with CCSU to be delivered onsite at the Hospital of Central CT.</li> <li>iii. Implement additional long-term care courses to meet employer needs.</li> <li>iv. Update Allied Health plan.</li> </ol> </li> <li>3. Develop and implement Advanced Manufacturing sector strategy.             <ol style="list-style-type: none"> <li>i. Support continued expansion and implementation of Job Match and Dream It, Do It programs.</li> <li>ii. Implement manufacturing component of STEP UP program.</li> <li>iii. Update Advanced Manufacturing plan.</li> </ol> </li> </ol>

## External/Internal Organizational Improvement Initiatives

### External Impacts

#### *RBA Support*

<b>Measurement</b>	Establish Community Impact Model.
<b>CWP Target</b>	Convene a community conversation.
<b>Strategy</b>	Broaden support for, and gain agreement on, a community impact model.
<b>Initiatives</b>	1. Complete partner discussion to define community indicators. <ol style="list-style-type: none"> <li>i. Convene a community conversation to build out workforce-related community indicators with partners.</li> </ol>
	2. Finalize Community Impact Model. <ol style="list-style-type: none"> <li>i. Work with the Hartford Foundation for Public Giving and CRCOG to define community impact and related indicators for the region.</li> </ol>
	3. Create report outlining increased data collection to support RBA efforts.

#### *Partnerships*

<b>Measurement</b>	Number of formalized partnerships.						
<b>CWP Target</b>	Formalize 5 partnerships to enhance workforce system.						
<b>Strategy</b>	Broaden partnerships with local education and community organizations to enhance the workforce system.						
<b>Initiatives</b>	1. Enhance community partnerships to address and serve those most in need, e.g., veterans, those with disabilities, individuals with barriers, etc. <ol style="list-style-type: none"> <li>i. Reach out to either Connecticut Association of Human Service or CT Non-Profits to identify partnership opportunities with member organizations.</li> </ol>						
	2. Implement Adult Literacy Plan (ALP) agreement. <ol style="list-style-type: none"> <li>i. Coordinate and implement five action items identified in the plan among ALP partners:                 <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">a. Professional development</td> <td style="width: 50%;">b. Uniform assessment</td> </tr> <tr> <td>c. Measurements</td> <td>d. Best practices, e.g., I-BEST</td> </tr> <tr> <td colspan="2">e. Communication strategies</td> </tr> </table> </li> </ol>	a. Professional development	b. Uniform assessment	c. Measurements	d. Best practices, e.g., I-BEST	e. Communication strategies	
	a. Professional development	b. Uniform assessment					
c. Measurements	d. Best practices, e.g., I-BEST						
e. Communication strategies							
3. Develop relationships with elected officials and targeted municipalities.							

### Internal Impact

#### *Use of Technology*

<b>Measurement</b>	Number of technical tools/enhancements implemented to improve CWP service delivery and business operations.
<b>CWP Target</b>	Implement Year 1 of the (to be developed) technology plan.
<b>Strategy</b>	Maximize use of technology to maximize training to deliver workforce services and improve business practices.
<b>Initiative</b>	1. Build and implement technology plan by identifying key CWP business technology needs and supporting CWP on-line learning initiatives.

<b>Overarching Initiatives</b>
<ul style="list-style-type: none"> <li>• Resource development.</li> <li>• Communications and legislative outreach.</li> </ul>

# **WORKFORCE INVESTMENT BOARD**

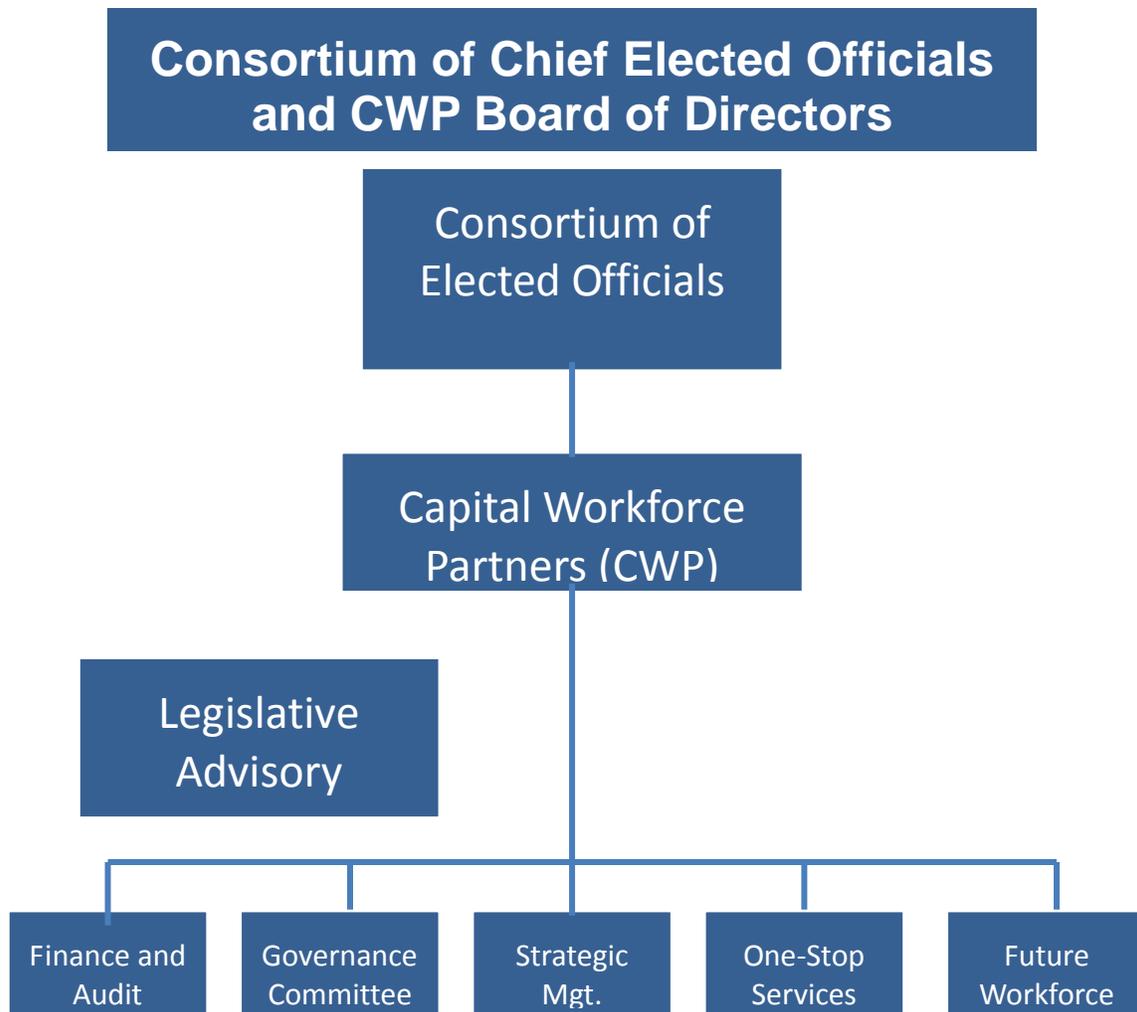
# **WORKFORCE INVESTMENT BOARD**

## **Board/Governance Structure**

### **Board of Directors**

There are 43 members of CWP's Board of Directors. The Board consists of a broad array of individuals from business, education, and labor, e.g., manufacturing, healthcare, insurance, etc., with the majority of the membership being representatives of the business community. The purpose of the Board of Directors is to:

- Determine short- and long-term workforce needs and priorities.
- Lead, coordinate and broker resources and services to address these priorities.
- Link with regional businesses, elected officials and service providers as principal customers and partners in building a demand-driven regional workforce system.



## **Roles and Responsibilities**

### **Board of Directors**

The Board of Directors of CWP has a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. Board members are expected to believe in the purpose and the mission of the organization and to act responsibly and prudently as stewards of CWP.

### **Capital Workforce Partners Management**

To support the governance work of the Board, the management of CWP has a responsibility to provide the Board with the tools necessary to implement their work. These tools will be provided on a timely basis and in a manner that is conducive to effective decision-making.

## **Committees**

### **Finance & Audit**

Oversees budget development and monitoring, engages an annual auditor, and reviews and oversees legal and administrative compliance issues regarding CWP's employment practices and policies. The Committee reviews and recommends the implementation of adequate financial controls and accurate tracking, monitoring, and accountability for funds. It also reviews and recommends for Board approval major grant opportunities, and provides guidance on resource development matters.

### **One-Stop Services**

Oversees the long-and short-term development of the *CTWorks* One-Stop Services System in North Central Connecticut, the One-Stop Operating Consortium, and contract compliance and performance management of WIA and Jobs First Employment Services (JFES) programs and services. The Committee adopts operational policies for program implementation. It also monitors the Corporation's performance pursuant to WIA, JFES and Common Measures criteria, recommends for Board approval the One-Stop contractors, and reports to the Board on service provider financial allocations. The Committee appoints members to the One-Stop Consortium, and oversees the continuous improvement of business services.

### **Governance**

Oversees the functionality, development, communications capabilities and performance of the Board of Directors, and determines whether and how the Board is fulfilling its responsibilities. The Committee informs the Board of its success in meeting its mission and goals, and also reviews, revises and articulates the goals for the Board of Directors, and recommends suitable individuals for membership on the Board of Directors.

### **Strategic Management**

Oversees the corporation's strategic planning function, including recommending priorities and monitoring the implementation of the strategic plan. The Committee also oversees the implementation of the Corporation's performance management systems, and reviews, evaluates and implements other programs and/or systems to effectuate the strategic goals of the corporation.

### **Legislative Advisory**

Acts as an advisory committee to the Board of Directors in providing updated information on current and pending federal, state and local policy issues. It also provides guidance to the development of the corporation's annual legislative priorities.

### **Future Workforce Services**

Serves as the WIA Youth Council, and oversees the Future Workforce Services' summer, year-round and other youth programs, as well as overseeing the development of the in-school course portion of the CWP strategic plan. The Committee adopts operational policies for program implementation, reviews and recommends funding allocations to the Board for approval.

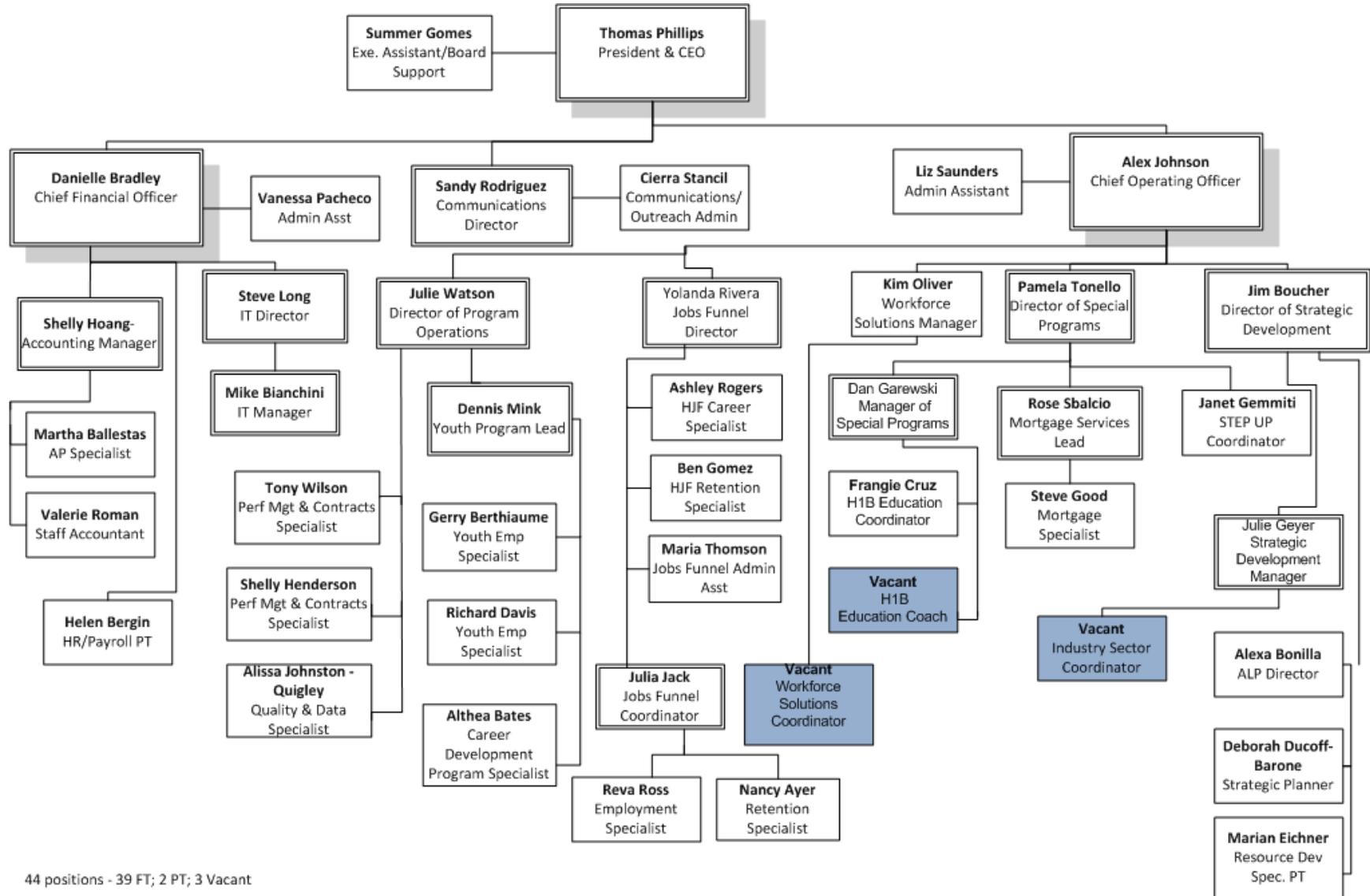
Both the Board of Directors and management of Capital Workforce Partners (CWP) understand that in order to support the effective governance work of the Board, both have a responsibility to ensure that CWP can effectively implement its mission. The following expectations are for information purposes to assist the Board and management in effectively implementing the work of the Board.

## Capital Workforce Partners Business Plan Timeline

The table below depicts the timeline CWP adhered to in the development of its strategic plan. The timeline was presented to CWP's Strategic Management Committee (SMC) in September, 2011 and subsequently to the Board of Directors. The SMC has responsibility for overseeing the development of CWP's strategic plan. The plan was adopted by CWP's Board of Directors in June, 2011.

Date	Action
September 28 (Board Meeting)	Rollout Preliminary Business Plan Timeline to Board
November 17	SMC meeting – review management priorities
December 15 (Board Meeting)	Approve CWP's 2012-13 Management Priorities
March 22	SMC meeting - first draft of long range strategy/vision reviewed by SMC
April 2	Education/Community-based organization stakeholder consultation
April 4	Employer/Economic stakeholder consultation
May 3	Draft of Business Plan distributed to SMC
May 10	SMC meeting – review Business Plan
May 16	Distribute Business Plan to Board
May 23	Board meeting to discuss Business Plan
June 7	Final draft of plan sent to board
June 14	Adoption of Business Plan by Board

# ORGANIZATION CHART



44 positions - 39 FT; 2 PT; 3 Vacant



## **ONE-STOP DELIVERY SYSTEM**

## **ONE-STOP DELIVERY SYSTEM**

### **1. Please provide a description of the one-stop delivery system to be established or designated in your local area.**

The North Central region has four One-Stop Career Centers: Hartford, New Britain, Enfield and Manchester. The Hartford and New Britain centers are full-service comprehensive centers, offering the full array of CT DOL and WIA services. The Enfield center offers a full array of WIA and JFES services, and limited CT DOL services. The Manchester center is a satellite offering WIA and JFES services, and referral to DOL services.

The One-Stop Services Committee of the WIB oversees Adult and Dislocated Worker services delivered through the One-Stop system, and establishes policies and strategic goals. The One-Stop Operating Consortium oversees One-Stop operations and policy implementation, and direct services delivered by a contractor. The Committee and Consortium review customer flow and performance reports on a regular basis to gauge the effectiveness of initiatives and strategies. The WIB also conducts a point-in-time customer satisfaction survey at least once per year to evaluate quality of service delivery in the North Central region One-Stop centers. The procurement and contracting process used to select the One-Stop contractor is informed by the Committee's review and evaluation of One-Stop operations throughout the year. Opportunities for continuous improvement are identified and implemented by the Committee and Consortium. A significant example is the Redesign process described below.

### **One-Stop Redesign**

Each year, the One-Stop Services Committee of CWP has observed the small number of job-seekers who receive registered WIA Core and Intensive Services compared with the overall number served at the four CTWorks offices. Analysis of CTWBS data show that in the year ending 6/30/12 more than 29,000 individuals received at least one core service; in the year ending 6/30/11 that number was nearly 33,000.

After reviewing service delivery over the past several years, the Committee has undertaken a re-design of the four centers in the North Central Region; the re-design was completed during PY11. The purpose of the re-design was to expand registered Core and Intensive Services to more job-seekers by adopting technology solutions to enhance services, enabling the existing staff complement to serve a greater number of job-seekers.

Each center now has at least one "SMART" classroom equipped with computers, a SMART Board, and an array of licensed online learning software products. Each center also has a 12 to 16 Career Stations, which are groups of individual PCs where job-seekers can engage in online learning or job-search, facilitated by WIA staff. Individuals who receive one-on-one assistance and coaching by WIA staff will be registered into WIA Core Services, thereby significantly increasing the number of participants in WIA.

- The One-Stop re-design completed during PY11 includes an emphasis on the use of technology as a strategy to do more with less, particularly with the expiration of ARRA funds.
- Many job-seekers have already been unemployed for an extended period when they enter the One-Stop system, and are in need of immediate re-employment. Extending their absence from the labor force through enrollment in traditional training may reduce their competitiveness, regardless of credential attainment. It is CWP's intent to enroll more job-seekers into Intensive Services such as in-depth aptitude and career assessment, customized job development and coaching, and personal and career branding.

### **Use of Technology**

- Career TEAM will provide Career Edge, an online, 10 module job search training product, for up to 1,000 customers. Career TEAM will also provide Do What You Are, an online career and personality type assessment, to an unlimited number of customers.
- Additionally, under this contract, Career TEAM will conduct an evaluation of technology resources available to WIA customers in the North Central CTWorks centers, and develop a plan to:
  - maximize staff capacity to effectively assist customers to use technology
  - ensure that technology in the centers is updated
  - compile a customer-friendly menu of technology resources available at the individual career stations and in the online classrooms in all centers.

- provide training to all CTWorks staff in the use of technology-based learning products
- provide training to all CTWorks staff in the use of social media for job search and career advancement

### Training Portals

- In the North Central region, training is delivered through a number of strategies in addition to ITAs, including:
  - Hartford, New Britain, Bristol Jobs Funnel
  - Mortgage Crisis Job Training Program (State)
  - H1B Allied Health Project (USDOL)
  - Metro-Hartford Alliance for Health Careers Enhanced CNA Training (Workforce Solutions)
  - Technical Education and Career Advancement Program (CCAT)

### Selection of One-Stop Service Provider

The WIB implements a competitive procurement process every three years, with contracts eligible for renewal based on satisfactory performance. The procurement process is designed to consider of provider capacity, prior program performance, and innovative approaches to workforce development. CWP places an emphasis on professional development, and requires providers and their staff to engage in continuous improvement activities.

### Periodic Review of Eligible Training Providers and Establishment of Priority Training List

The One-Stop Services Committee undertook a detailed analysis of placement rate and earnings outcomes of WIA trainees who completed training between 2008 and 2011, and formulated a list of high and low priority occupations. The results of this review were shared with the training providers in February 2012. Employers are engaged in the planning process yearly through the stakeholder meetings described in the Vision and Goals section of this plan.

- General Clerical / Office Assistant
- General Computer Training, including standalone Microsoft Office
- Pharmacy Technician

A copy of the Memorandum of Understanding between the WIB and local Board and each of the One-Stop partners is attached.

2. **A description of the local levels of performance negotiated with the Governor and Chief Elected Official to be used to measure the performance of the local area, the local fiscal agent (where applicable), eligible providers, and the local One-Stop delivery system.**

**Standards for PY 12 have not been negotiated; the standards for PY2011 are:**

<u>Adults:</u>	<u>Outcome</u>
Entered Employment	66%
Employment Retention Rate @3 <sup>rd</sup> Qtr.	87.6%
Average Earnings (6 months)	\$9,600
 <u>Dislocated Workers:</u>	 <u>Outcome</u>
Entered Employment	80.8%
Employment Retention Rate @ 3 <sup>rd</sup> Qtr.	88%
Average Earnings (6 months)	\$16,338

3. **A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. This information must include a description of the local Individual Training Account (ITA) system, with procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA Section 134(d)(4)(G)(ii) and 20 CFR 663.430.**

The One-Stop system provides Core, Intensive and Training activities to adults and dislocated workers. Core services include self-service resource libraries; the use of computers for online learning and job search; informational workshops on topics

related to job search, labor market information and educational resources. Intensive services include in-depth assessment, career planning, customized job development, and referral to skills training. All WIA-funded occupational skills training is delivered through ITAs.

Job-seekers complete a scholarship application process to request an ITA. Scholarships are awarded based on the competitiveness of the application, which is scored by a review panel. Points are awarded based on the priority level of the training requested, the alignment of the job-seeker's transferrable skills, interests, aptitudes and background with the training, and the job-seeker's plan for successful completion of training. The priority occupation list appears below.

### **High Priority Occupations for Scholarship Assistance**

- Dental Assisting
- Electrical / Electronic Technical Support
- Clean and Sustainable Construction, Energy, Environmental, Manufacturing, and Transportation Technologies
- Healthcare/Administrative Support
- Healthcare/Clinical, including:
  - Phlebotomy and/or EKG Technician
  - Gerontology
  - Histotechnician
  - Practical / Registered Nursing
  - Respiratory Care
  - Therapeutic Recreation
  - Central Sterile Supply Technician
- Manufacturing Management/Lean/QA
- Manufacturing Technology, including:
  - CNC
  - CAD/AutoCAD
  - Machine Technology/Precision Machining
  - Pro/Engineer Wildfire
- Medical Assisting
- Medical Billing & Coding

### **Low Priority Occupations for Scholarship Assistance**

- Accounting
- Bookkeeping
- Commercial Transportation
- Computer Technical Support
- Database Administration
- Graphics/Web Development
- IT - Network Administration/Support
- Non-profit Management
- Project Management
- Social Services/Human Services, limited to:
  - Direct Care Worker
  - Human Services and/or Social Services Certificates

### **Not Approved for Scholarship Assistance**

- CNA/Patient Care
- Office Administration, including:

**4. A description of how the local Board will coordinate local workforce investment activities with statewide rapid response activities.**

The WIB is represented on the Rapid Response team by its One-Stop contractor, both receive notification of mass layoffs through WARN notices and other communications distributed by the CTDOL Rapid Response Unit. Local staff participate in Rapid Response and Early Intervention sessions, and provide information about the services available through the North Central One-Stops. The WIB has partnered with CTDOL to apply for NEG funding to assist workers affected by mass layoffs; a new NEG was awarded July 1, 2012 to serve workers dislocated from three local companies.

**5. A description and assessment of the type and availability of youth activities in the local area, including identification of successful providers of such activities (and the criteria and procedures used by your Board to identify successful and unsuccessful providers).**

The WIB has secured funding through private and municipal sources to support in-school youth programs, and has established a policy targeting WIA funds to serve out-of-school youth. In-school youth services focus on career competency development, retention in school, and preparation for post-secondary education or employment.

The WIB identifies successful and unsuccessful providers primarily based on performance data, but also based on direct observation of program operations, provider participation in program improvement opportunities, and consistency of staff.

In the spring of 2010 the WIB reviewed its WIA Youth performance and found that the seven programs in place at the time were under-performing. The Youth Committee directed those programs to focus working intensively with their participants with the goal of achieving positive outcomes.

A new procurement process was launched in the spring of 2011 calling for providers to develop program models based on one of three models that have been successful in other regions: Higher Education Partnerships; I-BEST Contextualized Learning; Simulated Business. Three of thirteen proposals submitted in response to the original solicitation were deemed to meet the WIB's standards; these were selected for funding. A second solicitation was launched, and yielded four qualified proposals that will be funded.

The new WIA Youth program model is intended to engage and retain youth in positive development, education and training activities, resulting in enrollment and retention in post-secondary education or entry into employment on a sustainable career path.

**6. Identification of the fiscal agent, or entity responsible for the disbursement of grant funds, as determined by the CEO or the Governor.**

Capital Workforce Partners, the WIB, is the fiscal agent.

**7. A description of the competitive process to be used by the Board to award grants and contracts, including the process to be used to procure training services that are made as exceptions to the ITA process referenced in WIA Section 134(d)(4)(G).**

**The WIB has a Standard Operating Procedure for procurement, which includes procurement of service providers.**

**SERVICE PROVIDER PROCUREMENT**

It is the policy of the CWP to select all service providers on a competitive or sole source basis, as the situation warrants. It will be the intent of the CWP to procure training or services for participants (other than individual training accounts, on-the-job or customized training) by a competitive solicitation through a Request for Proposal (RFP) or Request-for-Quote (RFQ) process.

On-the-job and customized training agreements shall be considered exempt from all regular procurement procedures provided that a commitment for hire and/or continuation of employment exists with the employer.

Service provider procurement transactions are initiated to fulfill the requirements for participant services identified in the CWP's Strategic Plan. Timing of procurement activities is determined by the funding cycle, previous contract terms, programmatic decisions by the CWP Board, and the needs of the participants.

Individual training account vouchers shall be provided to participants based upon CWP targeted industries and occupations in demand, the approved State Employment & Training List (ETPL) or other required RFP/RFQ processes.

All service provider and training agent solicitations shall incorporate a clear and accurate description of the product or service requirements and all other requirements that the offerors must fulfill. Such description shall not contain features which unduly restrict competition. Each solicitation document shall identify all factors to be used in evaluating proposals. Written selection procedures for each procurement transaction will also be defined in the RFP or other appropriate documentation.

The following guidelines will govern the procurement process:

#### STANDARDS OF CONDUCT GOVERNING THE PERFORMANCE OF INDIVIDUALS ENGAGED IN THE AWARD AND ADMINISTRATION OF CONTRACTS.

1. No employee or authorized agent, CWP member or officer, shall participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, exists. Such a conflict shall arise when the employee/authorized agent/member/officer; or any member of his/her immediate family; or his/her partner; or an organization that he/she belongs to or that employs any of the above has a financial or other interest in the firm selected for an award.
2. No employee or authorized agent, CWP member or officer, shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub agreement.
3. No employee or authorized agent, CWP member or officer, shall use any knowledge gained through their position for personal profit or the profit of family or friends.
4. Measures by which conflict of interest will be controlled are as follows:
  - a. Staff with potential conflicts will be removed from the award/administration process.
  - b. Multiple staff will be involved in the process, preventing any single individual from controlling the selection or administration processes.

#### SELECTION OF SERVICE PROVIDERS

Service Providers are selected based on considerations such as the needs of our participants, provision of a curriculum sufficient to meet the demands of the local labor market, the timing and availability of the training, the cost or price analysis, and the organization possessing the demonstrated ability to perform successfully under the terms and conditions of the proposed contract. Proper consideration will be given, in the selection process, to faith and community-based organizations and minority-owned and female-owned and operated businesses. However, such organizations must meet the procurement requirements/specifications.

Although the timing may vary to meet the needs of CWP programs, the following actions will be taken if it is determined that a competitive procurement of service providers is warranted:

1. The appropriate sub-committee of the CWP Board of Directors will determine the design parameters and criteria for the RFP. Staff will then prepare a request for proposal (RFP) that includes a clear and accurate description of the specified design and technical requirements for the services to be provided. The RFP will identify all requirements that must be fulfilled, and all other factors to be used in evaluating proposals, and their relative importance.
2. The availability of the RFP will be publicized to ensure solicitation from an adequate number of qualified sources. As a general rule, RFP's will be open for 30 days. A single mailing list will be maintained to include offerors who have operated similar programs within the preceding year and others who have requested placement on the list during the previous twelve (12) months; this list will be updated annually.

3. 3CWP reserves the right to evaluate only those proposals considered “responsive”. Responsive proposals are defined as follows:
  - a. Submitted at or prior to the time and date deadline indicated in the RFP,
  - b. Proposal narrative and budget or cost data meet the format and design specifications in the RFP, and
  - c. The proposal is submitted with all required signed assurances and certifications.
4. Responsive proposals will be evaluated by the appropriate CWP Committee or Ad Hoc Rating Committee made up of CWP staff, Board members (free of conflict of interest) and/or technical experts from other organizations (free of conflict of interest) with expertise relative to the procurement. The committee, with the exception of CWP staff, will rate each proposal deemed responsive to the RFP.
5. The ratings of the committee will be presented first to the appropriate CWP Committee for initial review and recommendation. The appropriate Committee Chair will then present the recommended service providers to the CWP Board of Directors for allocation of awards, subject to successful negotiations. Awards will be made to the offeror whose proposal is most advantageous to the program with consideration being given to price, performance, and other factors as outlined in the RFP.
6. All offerors will be sent written notice of selection or non-selection upon recommendation by the Board of Directors.
7. CWP may elect to execute a Letter of Intent (LOI) to contract if negotiations have progressed successfully. This LOI will allow training and/or services to be provided prior to execution of the contract if both parties agree to such and it is in the best interests of the CWP and the participants to do so. Under no circumstances will training or services be provided prior to the effective date of the contract; however, if so designated in the contract and both parties agree, the effective date may be different than the contract execution date. The contract must be fully executed before any expenditure may be reimbursed by CWP.
8. Proposers may request review of their proposal’s rating information in order to provide technical assistance for future submissions. Rating information will be summarized by CWP staff.

#### BIDDING PROCESS

Requirements for submitting a bid and other factors used in the proposal evaluation process will be outlined in each Request for Proposal. Factors in the proposal evaluation process may include, but will not be limited to:

1. Ability to perform – a determination of whether the organization has the means and resources to operate the proposed program.
2. Record of past performance – a review of past performance and verification requested by the staff or CWP as necessary.
3. Technical and financial resources – a determination of whether the proposer has adequate support and financial resources to perform.
4. Reasonableness of cost – a review of cost in comparison to CWP's independent cost estimate and/or a cost and/or price analysis.
5. Programmatic design – a determination of the merits/value of proposed activities.
6. Administrative and financial capability -- a review of the organization's capabilities as evidenced by prior year audits, systems checklists, history of grant awards, etc.

#### COST ANALYSIS FOR EACH PROCUREMENT AND CONTRACTMODIFICATION

A cost or price analysis will be performed in connection with every service provider procurement action, including contract modifications. To ensure that a reasonable and fair price is negotiated for the service, consideration will be given to the complexity of the service to be performed, the participant group to be served, the risk borne by the service provider, and the investment of the service provider.

This analysis will include a review of the line item budget, a request for additional information or justification where appropriate, and a review of similar market prices when available. The cost per participant or placement, as developed by CWP in existing programs, may be utilized in the absence of similar market prices.

Contractors may be required to provide certificates of current cost or pricing data after contract negotiations and prior to contract execution. In the event that defective cost or pricing data is submitted, CWP reserves the right to reduce contracts accordingly.

**8. A description of the criteria used by the Governor and the local Board, under 20 CFR 663.600, to determine whether funds allocated to the local area for adult employment and training activities under WIA Sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the One-Stop Operator.**

Each year, the One-Stop Services Committee develops a budget for Adult and Dislocated Worker services. The budget includes a cost projection for operating its four One-Stop centers, including contracts for One-Stop Core and Intensive Services, and the cost of facilities, including rent, utilities, technology and other related costs. The balance of the annual WIA allocation is reserved for ITAs. An estimated number of ITAs to be awarded for the year is estimated based on the average cost. Most years, 200 – 300 ITAs will be available. This number is compared with the number of individuals projected to be served in WIA during the upcoming program year. Generally, the budget will support ITAs for 10% - 20% of planned WIA registrants for the year. WIA registrants must meet basic priority of service criteria to be considered for an ITA:

- Unemployed or under-employed Adults (18 years +) who are residents of municipalities in the North Central Region and are low income.
- TANF clients able to benefit from WIA services;
- Unemployed or under-employed adults who are residents of the North Central region and have family income in the preceding 12 months that is at or below 150% of the Federal poverty guidelines
- North Central Region dislocated workers where intensive services or training will enhance the likelihood of at least 85% wage replacement of their pre lay-off wage;
- Incumbent workers “at risk” of job or wage loss, and in need of skills upgrades in order to achieve Average Weekly Earnings of \$443 for WIA Adults and \$640 for Dislocated Workers.

Veterans who meet one or more of these criteria receive priority over non-veterans.

The One-Stop Committee has implemented a competitive process for ITAs effective July 1, 2012. This process requires the WIA registrant to submit an application package that is scored by a review panel. Applications are scored based on the priority level of the selected training program, the alignment of the applicant’s background, transferable skills, aptitudes and interests with the selected occupation, the applicant’s awareness of the selected occupation and industry, the applicants readiness to enter and complete the training program, the applicant’s plan to seek and obtain employment in the selected occupation. Veterans are given bonus points in the scoring process.

**9. In view of declining resources, please describe how the Board will integrate WIA, TANF and any other funding to support the operations of the one-stop system.**

The WIB achieves economies of scale by issuing a single contract for WIA and TANF services. A number of other initiatives and programs funded by other resources are integrated with the One-Stop system. CT Department of Education funds support career assessments. Foundation funds support an ex-offender retention project housed in the Hartford One-Stop; this project has a reciprocal referral relationship with CTDOL ex-offender services, and leverages a wide array of community-based services. The WIB has partnered with CTDOL to secure NEG funds to expand services to dislocated workers. The state-funded Step-Up program is integrated with the One-Stop system; job-seekers are informed of the program by One-Stop staff, who screen for eligibility and refer candidates to the Step-Up Coordinator who matches them with subsidized employment opportunities. The Jobs Funnel, with sites in Hartford, New Britain and Bristol, is supported with State funds, and offers pre-employment services and placement in training in the construction trades. The WIB has secured a USDOL H1B grant to provide training and OJT in the Allied Health field; these activities are coordinated with the One-Stop system. The WIB will be partnering with Journey Home, a Hartford based non-profit, to provide a dedicated Career Agent to serve homeless veterans in the One-Stop; the project is funded by a USDOL competitive grant awarded to Journey Home. Other non-WIA funded training opportunities in the region include two programs funded by the Workforce Solutions Collaborative: the Metro Hartford Alliance Collaborative for Health Careers, and the Technical Education and Career Advancement Program which prepares trainees for jobs in manufacturing production.

**10. A description of coordination of efforts across LWIBs: Examples of OJT efforts, apprenticeship, Reemployment of Long-Term Unemployed etc.**

New England Knowledge Corridor Health Careers Project

In October 2011, Capital Workforce Partners in partnership with the Regional Employment Board of Hampden County (MA) was awarded a \$4,986,817 USDOL/ETA H-1B grant for the New England Knowledge Corridor Health Careers Project (HCP) which provides occupational training and on-the-job training (OJT) to upgrade the technical skills and related certifications of unemployed workers as they 'transition to practice' as Registered Nurses, Medical Coders and Health Information Technology professionals. The four-year grant will serve 170 individuals.

State Energy Sector Partnership Grant

Capital Workforce Partners works closely with the four other WIBs in coordinating training and placement efforts offered in green industry sector occupations through the State Energy Sector Partnership Grant.

Mortgage Crisis Job Training Program

This statewide initiative, led by The Workplace, and implemented by the two Workforce Boards assists CT residents who are two months or more behind on their mortgage gain skills to become more financially stable.

**11. In order to increase jobseeker and employer awareness of workforce development resources available across the country, the Department of Labor Employment and Training Administration (ETA) strongly encourages states and local workforce investment areas to implement the American Job Center brand in accordance with state plans. Please describe some ways the local workforce investment area may begin using the American Job Center brand immediately.**

While some states may have challenges in developing the brand of their One Stop Career Centers, Connecticut has already made significant headway in developing, promoting and building brand equity in a cohesive, statewide brand – **CTWorks**. As a result of the momentum that has been built to date, we recommend not supplanting that brand with the American Job Center brand, but rather enhancing and accentuating it by showing that the Connecticut Centers are part of a larger system of workforce development support. With that in mind, and in partnership with the Connecticut Department of Labor, Capital Workforce Partners plans to apply the brand as follows:

Where applicable add the footnote to the statewide brand, i.e. CTWorks – Part of the American Job Center Network.

- a. This will be added on our websites in multiple locations – we already have many links to US DOL on our website as resources.
- b. This will be added to the bottom of press releases.
- c. This will be added to print collateral updates (at time of reproduction or reprint).
- d. This will be added to recognition certificates that are given on occasion to job seekers, contractors and businesses.

We do not plan to change any of our signage as that would result in a large expense and may consequently diminish existing brand equity and result in some consumer confusion. However, we will consider other opportunities as they arise in helping to get across the value of the American Job Center network and what it brings to the local communities we serve.<sup>3</sup>

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<sup>3</sup> (8/28/12 - DRAFT RESPONSE, pending collaborative position with CT DOL)

## **Conclusion**

CWP's Plan outlines and aligns CWP's priorities, strategies, and initiatives, and includes a Results-Based Accountability (RBA) framework that ties social and economic outcomes for a given community to the effectiveness of its programs and services. It is through this framework that CWP developed its business plan, defined its strategies, and set the direction for its future. Through its planning process and adoption of the RBA over the past several years, CWP has been moving toward focusing on critical priorities, strategies and initiatives which will have a measurable impact at the community level. To this end, it has identified the number of key areas of priority and strategic focus. As CWP refines its business planning process, it is focusing on those key strategic issues which will have a measurable impact on program performance and community-level indicators.

Through these areas of focus, CWP intends to support job seekers looking to enter employment, provide training and career competencies to increase preparation for the current and future workforce, and target training and activities in sectors of future growth and demand. CWP will strive to ensure its priorities and strategies provide a measurable impact on community-level results, within the resources it operates.

It is also important to note that some of the important demographic, economic, and workforce trends point to changing demographics as having a potentially significant impact on the state's future workforce and the skills that will be needed both in the short- and long-term. Several key issues facing the region and Connecticut in the short- and long-term include:

- 1) The need for retraining of dislocated workers who are not of retirement age.
- 2) Current and future demand for middle-skill workers, particularly in the advanced manufacturing, infrastructure (utilities/installation/maintenance/repair), and allied health sectors.
- 3) Continued high unemployment rates and labor force participation challenges.

It is fairly easy to see the relationship among these "mega-trends." As the workforce ages, a significant number of individuals holding middle-skill jobs will begin to leave the workforce. There is, therefore, a need for development replacements for these workers quickly, both due to the potentially significant numbers of middle skill replacement workers needed, and to get these replacement workers on a track to earn higher middle-skill wage levels over time. As the labor pool will be shrinking just as the economy begins to recover and these replacement workers are required<sup>4</sup>, it will be important to draw from major sources of available labor<sup>5</sup> including urban youth as well as usually overlooked sources of labor, such as ex-offenders, the disabled and new entrants to the country.

These trends are having, and will have, significant consequences on Connecticut's and the North Central Region's workforce development strategies, and are identified as critical areas that also need attention in driving and informing workforce development strategy, both at Capital Workforce Partners and across the workforce development system.

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<sup>4</sup> See Gunther, Waite, and Carstensen, "Recovery Stirring, But Will CT Be Too Old To Compete?" Connecticut Center For Economic Analysis, May, 2012.

<sup>5</sup> See [http://www.caahs.org/pdf/Reversing\\_Job\\_Losses.pdf](http://www.caahs.org/pdf/Reversing_Job_Losses.pdf)