



BOARD OF DIRECTOR'S MEETING

December 4, 2014 at 8:30am LOCATION: The Lyceum, 227 Lawrence Street, Hartford CT 06106

AGENDA

Time	Item	Owner
8:30am	Chairman's Welcome <ul style="list-style-type: none">Creation of Workforce Stars Breakfast Sponsorships Ad Hoc Committee Action 1 Election of Board of Directors Secretary	Sheldon Bustow
8:45am	Action 2 CONSENT <ul style="list-style-type: none">November 5, 2014 minutes (attached)Summer Youth Employment & Learning Program (attached)	Sheldon Bustow
8:48am	Committee Reports <ul style="list-style-type: none">Finance & Audit – Audit DelayOne Stop – Service Procurement Update (attached)Future Workforce – SYELP Update (attached) Action 3 Strategic Management - First Quarter Strategic Management Dash Board (attached)	Committee Chairs
8:50am	President & CEO Report <ul style="list-style-type: none">HFFPG NSP Board Leadership ProgramCFO RecruitmentHartford Opportunities Youth	Tom Phillips
9:10am	Board Executive Session	Sheldon Bustow
10:00am	Adjournment of Board Meeting	Sheldon Bustow



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Board of Directors Meeting
Wednesday November 5, 2014
The Lyceum, 227 Lawrence Street, Hartford CT

Minutes

Attendees: Bill Bishop, Sheldon Bustow, Stephen Cassano, Richard Cohen, Jonathan Colman, Renata Dixon, Lee Erdmann, Elliot Ginsberg, Lindy Lee Gold, Clarke King, Thomas Mongellow, Dakibu Muley, Rick Mullins, Mark Pozello, Susan Pierson, Bill Putt, Fernando Rosa, Marilyn Rossetti, Marino Santarelli, John Shemo, Mark Ward, and Lyle Wray. **Staff:** Thomas Phillips, Alex Johnson, Sandy Rodriguez, Richard Davis, Gerry Berthiaume, Julie Watson and Summer Gomes **Guest:** Kim Andy

Absent: Batinna Armour, Karen Chadderton, Sandy Ewan, Paula Gilberto, Deborah Gogliettino, Jason Howey, Jim Lombella, Marcia Leclerc, Tim Nee, Bill Reis, Mayor Pedro Segarra, John Simoneau, Mayor Erin Stewart, and Joe Toner.

Chairman Sheldon Bustow called the meeting to order at 8:35am

Action 1 – Consent

- September 24, 2014 minutes
- 2014-2015 Entrepreneurial Training Procurement Report Funding Recommendation
- 2013/14 End of Year Financials

Outcome: Motion to accept the consent items was made by Jonathan Colman, and seconded by Lindy Lee Gold. All were in favor; none opposed; the motion carried.

President & CEO Report – Tom Phillips presented

- US DOL Ready to Work Grant Award
 - \$6.7 Million – 4 year – serve 300 people in IT LPN and RN fields
 - Press Conference scheduled for 11/10/14 to announce grant
- WIOA Implications
 - Few Key Points:
 - Federal agency coordination
 - Will need to review not only Title I but Title II and IV
 - WIB Board make up will have changes
 - New set of common measures
 - Alignment of local and state plans as a unified plan
 - Employer engagement focus
- Summer Youth Employment Summary –
MISSION MOMENT – Youth and employers provided an overview of their experience and success stories:
 - Lexia Coleman, Synergy H.S. student and employee of Bakery on Main, East Hartford
 - Chis Silver, Director of Office of Neighborhood & Families, Town of Manchester
 - Vonyea Williams, student and employee of Office of Neighborhood & Families, Town of Manchester
 - Kellie Sheridan, Youth Services Coordinator, Youth Service Bureau, Town of Manchester accompanying Vonyea
 - Sarah Boilard, Human Resources Manager, ShopRite of Bristol
 - Simone Cole, student and employee of ShopRite of Bristol

A motion to go into Executive Session made by Jonathan Colman at 9:26am, seconded by Clarke King. All in favor; none opposed; Board of Directors went into Executive Session.



2014 Summer Youth Employment & Learning Program Report

Overview

Capital Workforce Partners (CWP) operates the Summer Youth Employment & Learning Program (SYELP) for the North Central CT region. There were 5,748 applicants in 2014; 2,113 were served (37%), 2,073 were wait-listed (36%), and 1,562 did not participate for a variety of reasons (27%). CWP contracted with 13 community-based organizations to deliver services to eligible youth this year.

In 2014, funding for the North Central SYELP totaled \$3.35M.

Funder	Amount	% SYELP	Source
State of CT – DOL	\$1,462,500	44%	State: 59%
State of CT – DOL – Hartford supplemental	\$171,720	5%	
State of CT – DOL – East Hartford supplemental	\$64,800	2%	
State of CT – DOL – New Britain supplemental	\$87,480	3%	
State of CT – DCF	\$156,188	5%	
City of Hartford	\$978,683	29%	Municipal: 29%
New Britain CDBG	\$8,500	0.3%	Private: 13%
Hartford Foundation for Public Giving	\$335,000	10%	
Bank of America	\$10,000	0.3%	
American Savings Foundation (New Britain)	\$75,000	2%	
Total	\$3,349,871	100%	

There were 8 Hartford and 6 regional contracts.

Hartford Providers	Slots	% Filled	Regional Providers	Slots	% Filled
Artists Collective	60	102%	Bristol Community Organization	47	102%
Blue Hills Civic Association	377	111%	Capitol Region Education Council	226	96%
Capitol Region Education Council – PSA	30	100%	Human Resources Agency	119	100%
Center for Latino Progress – CPRF	166	100%	OIC of New Britain	112	100%
Community Renewal Team	150	100%	Pathways/Senderos Center – GNBTPP	20	100%
Our Piece of the Pie	485	100%	YWCA of New Britain	20	100%
Restoring Lives CDC	90	104%			
Urban League of Greater Hartford	160	107%			

Service Levels and Demographics

SYELP serves in-school youth who are 14 and older and enrolled in school at the time of application. Students from more than 160 schools were served in 2014.

Gender	#	%
Female	1,151	54%
Male	962	46%

Grade	#	%
7	16	1%
8	183	13%
9	420	29%
10	542	37%
11	536	37%
12	416	29%

Age	#	%
14	229	16%
15	451	31%
16	496	34%
17	540	37%
18	296	20%
19-21	101	7%

Recommendations for Program Improvement

In November of 2013, CWP identified four challenges that have a major impact on SYELP: resource allocation, provider performance, maintaining the progressive system, and employer engagement. Seventeen program improvements were adopted to address these challenges during 2014. This report presents the implementation of the recommendations, results, and recommendations for 2015. Please refer to **Appendix A** for related charts and data.

Resource Allocation: The need for SYELP continues to exceed available resources.

Recommendation in 2014	Implementation /Action	Results	Recommendation for 2015
1. For residents outside of Hartford, prioritize slots based on historic application volume.	Specific targets were established for 9 towns: Bloomfield, Bristol, East Hartford, Enfield, Manchester, New Britain, Vernon, West Hartford, and Windsor.	The actual distribution of participants by town varied from the plan, in part due to new, dedicated state resources for residents of East Hartford and New Britain. <i>(Figures 1a and 1b)</i>	A. Continue to distribute slots based on application volume to match resources with need.
2. Expand Tier II eligibility to 15 year-olds region-wide to provide opportunities for earlier career competency development.	Applications were accepted from 15 year-olds throughout the region.	15 year-olds were under-represented among participants; they comprised 26% of regional applicants and 20% of regional participants. <i>(Figure 2)</i>	B. Continue to serve 15 year-olds region-wide.
3. Limit eligibility for Tier III slots to successful completers of Tier II and/or school-based career competency training.	Contract language specified that Tier III slots be reserved for successful completers.	Just 63% of Tier III slots were filled by returning participants. In part, this seems to have resulted from provider decisions to place new applicants into Tier III, as well as incorrect classification of worksites as Tier III. <i>(Figures 3 and 10)</i>	C. Review the definitions of the Tiers, and the related eligibility and selection criteria. <i>(Also see recommendation K)</i>
4. Develop a communication campaign and a process to match successful 2013 Tier III completers with employer-paid internships in 2014.	CWP Employer Engagement Specialists conducted a campaign to develop employer-paid internships in Hartford, New Britain, East Hartford, Manchester and Bristol under the “Mayors Campaign”.	190 employer-paid internships were secured by CWP. Employers did not identify youth hired through their own HR processes, and CWP was unable to track the number Tier III completers hired for those jobs. Time spent on the campaign limited CWP’s capacity to lead employer engagement for SYELP and assist providers to expand the number of worksites in CWP’s target sectors. <i>(Figure 4)</i>	D. Re-focus CWP employer engagement efforts on developing worksites for SYELP subsidized participants. (See also recommendations N, P, S)

Provider Performance: How providers interpret and administer the career competency assessment tools needs to be examined.

Recommendation in 2014	Implementation /Action	Results	Recommendation for 2015
5. Debrief with service providers to learn how they approach assessment and worksite supervisor training.	There is wide variation in provider approaches. Many providers stated that worksites that have been involved in SYELP previously do not need or want training.	Portfolio completion rates were high, but Employee Competency Review scores were disappointing, with the rate of participants meeting or exceeding employer expectations ranging from 53% to 77%. <i>(Figure 5)</i>	E. Provide technical assistance to providers in training worksite supervisors on administering the tool. Use 2014 performance as a baseline, and establish the goal for 2015 as an increase of 5%. <i>(Also see recommendation R)</i>
6. Identify misalignment between provider service delivery and CWP’s career competency system model, and recommend alternative funding options.	Artists Collective was identified as a program that does not align with CWP’s Tier structure. The program blends arts education, career competencies, and project-based learning. City of Hartford funding was used to support the program.	Artists Collective was treated as a hybrid of Tier I and Tier II. Special characteristics of the program include selection of applicants/participants by the provider, waiver of age targets, payment of a stipend, and waiver of the career interest inventory. <i>(Figure 6)</i>	F. Align the Artists Collective program activities with the redefined Tier II program. Consider requests for variation from the model requirements on a case-by-case basis for future industry-specific or cohort-based programs.
7. Review the assessment tools for appropriateness in a 5-week summer program.	Assessments in Tiers II and III were scaled back to the career interest inventory and Employee Competency Review. The Personal Learning Blueprint was removed from Tier I.	CWP staff determined that the results of the career interest inventory were not used by providers to match participants with worksites. Providers do not have the capacity to develop worksites to match participant interests; they have an inventory of worksites and match participants based on interviews and their prior experience.	G. Eliminate the career interest inventory requirement for work experience participants.
8. Provide technical assistance to all selected service providers in the spring of 2014.	Training was delivered in May and June on ETO, Worksite Agreements, Tier I Competency Training & Service Learning Projects, and Participant and Supervisor Handbooks	Training on technical aspects of the program was well-received, and most providers had low error rates. In some cases, however, the staff who attended training were not the staff who actually worked directly with participants, worksites and data in the summer.	H. Continue to evaluate and improve technical assistance to providers. Define provider staff roles and establish training requirements for each role.

System Progression: Distribution of slots across tiers needs to align with the Career Competency System to support progression through the model.

Recommendation in 2014	Implementation /Action	Results	Recommendation for 2015
9. Adjust the distribution of slots to provide 65% in Tiers I and II, creating more “entry-level” opportunities. Gradually adjust the distribution of slots each year to support the advancement of from tier to tier.	65% of slots were assigned to Tiers I and II across service provider contracts.	Providers were given discretion to assign participants to the appropriate Tier based on an individualized assessment. Actual enrollment in Tiers I and II was 56%. The shortfall is partially attributable to two providers assigning the majority of their participants to Tier III, regardless of selection criteria or the type of worksite (Urban League – 100%, CREC – 75%). Additionally, the data show that 39% of worksites categorized by all providers as Tier III were government or non-profit organizations. <i>(Figures 9 and 10)</i>	<p>I. Adjust slot distribution based on the projected number of 2014 completers likely to apply for and accept a slot in 2015.</p> <p>J. Train providers on selection criteria in the spring.</p> <p>K. Redefine the Tiers to group all work experience in one Tier to eliminate mis-categorization of worksites. <i>(Also see recommendation C)</i></p>
10. Provide clear policy guidance on selection criteria for each Tier level, and limit Tier III eligibility to successful completers from the prior summer or school year.	Contract language included selection criteria, and applicants were selected for intake based on the criteria.		11. Allocate Tier III slots to the providers with the best performance and greatest expertise with private sector employers.
12. Establish policy limiting SYELP participation to no more than three years.	Applicants and families were notified of this policy through the CWP website and the pre-application.	271 participants in the 2014 program would not be eligible in 2015. <i>(Figure 12)</i>	<p>L. Reduce or eliminate slots allocated to poor performers.</p> <p>M. Negotiate with alternative providers on a sole source basis, including municipal youth service bureaus and neighboring agencies, to serve regional towns where there is a lack of competition.</p> <p>N. Allocate funding to support the CWP Employer Engagement system capacity to develop and manage private sector subsidized internships. <i>(Also see recommendations D, P, S)</i></p> <p>O. Recognize 2014 as the transition year for this policy, and begin to disqualify 4th-year applicants in 2016.</p>

Employer Engagement: Employers are receiving mixed messages about their role in SYELP and inconsistent support throughout the program.

Recommendation in 2014	Implementation /Action	Results	Recommendation for 2015
13. Establish CWP as the lead for all SYELP employer engagement.	CWP created an employer tool-kit, and Employer Engagement Specialists assisted program staff with Worksite Agreements.	CWP had limited resources for employer engagement, and time spent on the “Mayors’ Campaigns” for employer-paid jobs affected the ability of CWP staff to fully lead employer engagement.	P. Focus resources on core SYELP objectives, and expand CWP Employer Engagement capacity to maximize private sector internships. <i>(Also see recommendations D, N, S)</i>
14. Develop a consistent message to employers and implement a multi-platform communication plan to convey the purpose and value of participation in SYELP.	CWP produced a webinar and updated worksite supervisor manuals, and trained provider staff to provide these to employers.	Providers reported that the webinar was not viewed by all worksite supervisors, particularly those who have been involved in the program in the past.	Q. Continue to refine and implement the communication plan.
15. Create a standardized supervisor orientation that can be delivered in person or online prior to participant placement at worksites, including clear instructions on administration of the Employee Performance Review.	The webinar was designed to serve as a standardized supervisor orientation. The Employee Performance Review was redesigned and renamed the Employee Competency Review. The new tool allows supervisors to rate participants on a larger number of very specific criteria.	The lack of consistent supervisor orientation and training on the new Employee Competency Review may have impacted participant scores. <i>(Figure 15)</i>	R. Assign CWP Employer Engagement team to obtain employer input, and review and clarify instructions for ECR accordingly. <i>(Also see recommendation E)</i>
16. Expand SYELP participation by companies in CWP’s target sectors and those aligned to the career-themed academies in the region.	Provider contracts required that all Tier III worksites be in private sector businesses and organizations in the target sectors or aligned with the career themes.	Providers made minimal progress in expanding reach into CWP target industries. <i>(Figure 16)</i>	S. Expand CWP capacity to maximize private sector/target industry employer participation in SYELP. <i>(Also see recommendations D, N, P)</i>
17. Assist employers to establish a working environment for teenagers, identify appropriate supervisors, and develop appropriate job descriptions for teens. Facilitate positive relationships between employers and service providers.	The employer toolkit was designed for this purpose.	Employer toolkit was implemented.	T. Continue to provide technical assistance to providers.

Observations and Recommendations for 2015

Observation	Recommendation
<p>1. The gap between resources and need will widen when the Connecticut minimum wage increases to \$9.15 in 2015, for a 10% increase since 2013. The City of Hartford and CWP are planning a February kickoff and youth employability event that is expected to increase the number of Hartford applicants in 2015, boosting demand for slots.</p>	<p>Maximize the number of slots by reducing costs:</p> <ul style="list-style-type: none"> a) Develop an achievable resource development goal to maintain capacity and support quality services. b) Redefine Tier II as project-based learning in non-profit work settings for 15 – 17 year olds, and pay participants a training stipend. c) Redefine Tier III as paid work experience in any sector, and pay participants the lowest allowable minimum wage: \$7.75 for participants 17 and younger, \$9.15 for participants 18 and older. d) Present the reduced wage rate for subsidized work experience as an incentive for applicants to pursue unsubsidized employment in addition to slots in SYELP.
<p>2. Efforts to transform Tier III to a career path model were not successful. <i>(Figure O-2)</i></p> <ul style="list-style-type: none"> - There were positions in target industries not directly related to career paths, for example, clerical worker in a construction company, and janitorial worker in a manufacturing company. - There were middle-skill positions at traditional, non-profit and public sector Tier II worksites, primarily in IT/computer support. 	<ul style="list-style-type: none"> a) Redefine Tier III as work experience in all sectors, renewing the emphasis on career competency development and job descriptions that provide for real work. b) Increase CWP’s Employer Engagement capacity to maximize the number of private sector businesses hosting subsidized participants, by assigning CWP Employer Engagement Specialists to develop worksites and manage participant placements, at a scope of no more than 15% of total SYELP slots. c) Challenge providers to focus on working with all worksites to create job descriptions that require participants to perform challenging work and to develop and practice all career competencies. d) Reorganize Tier II around service learning, encompassing career awareness and competency development.
<p>3. CWP has not been able to provide an equitable intake process for applicants due to substantial variations across providers. <i>(Figure O-3)</i></p>	<ul style="list-style-type: none"> a) Evaluate options for a more centralized intake system to ensure consistency. b) Explore strategies to assign specific groups of applicants to designated intake providers.
<p>4. The first-come, first-served applicant selection process has limited opportunities for applicants based on their awareness of, and ability to complete, the online pre-application process.</p>	<ul style="list-style-type: none"> a) Create a randomized process to select applicants for intake. b) Apply the randomization to segments of the applicant pool to ensure that enrollment targets are met for each Tier and each contract.

Appendix A

Figure 1a. Need for SYELP continues to exceed available resources

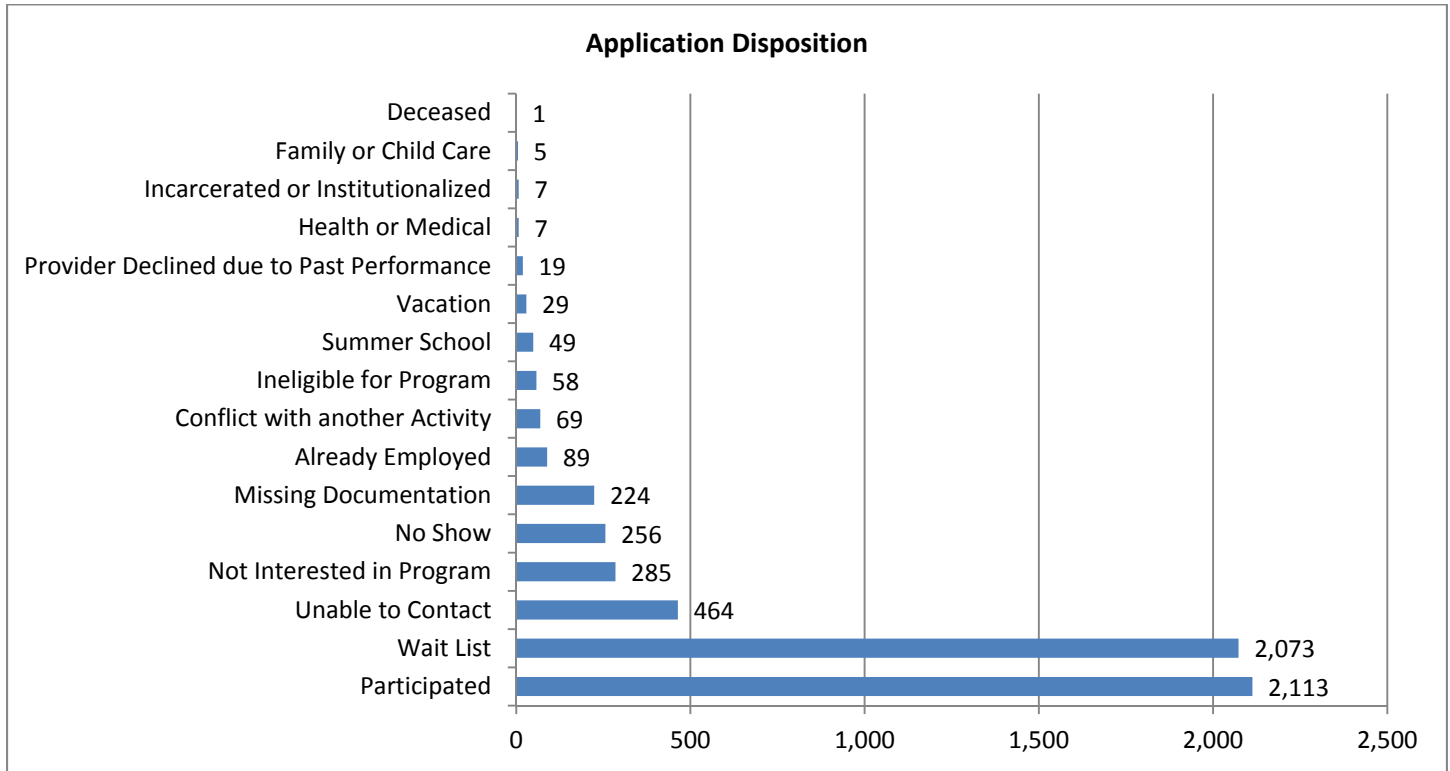
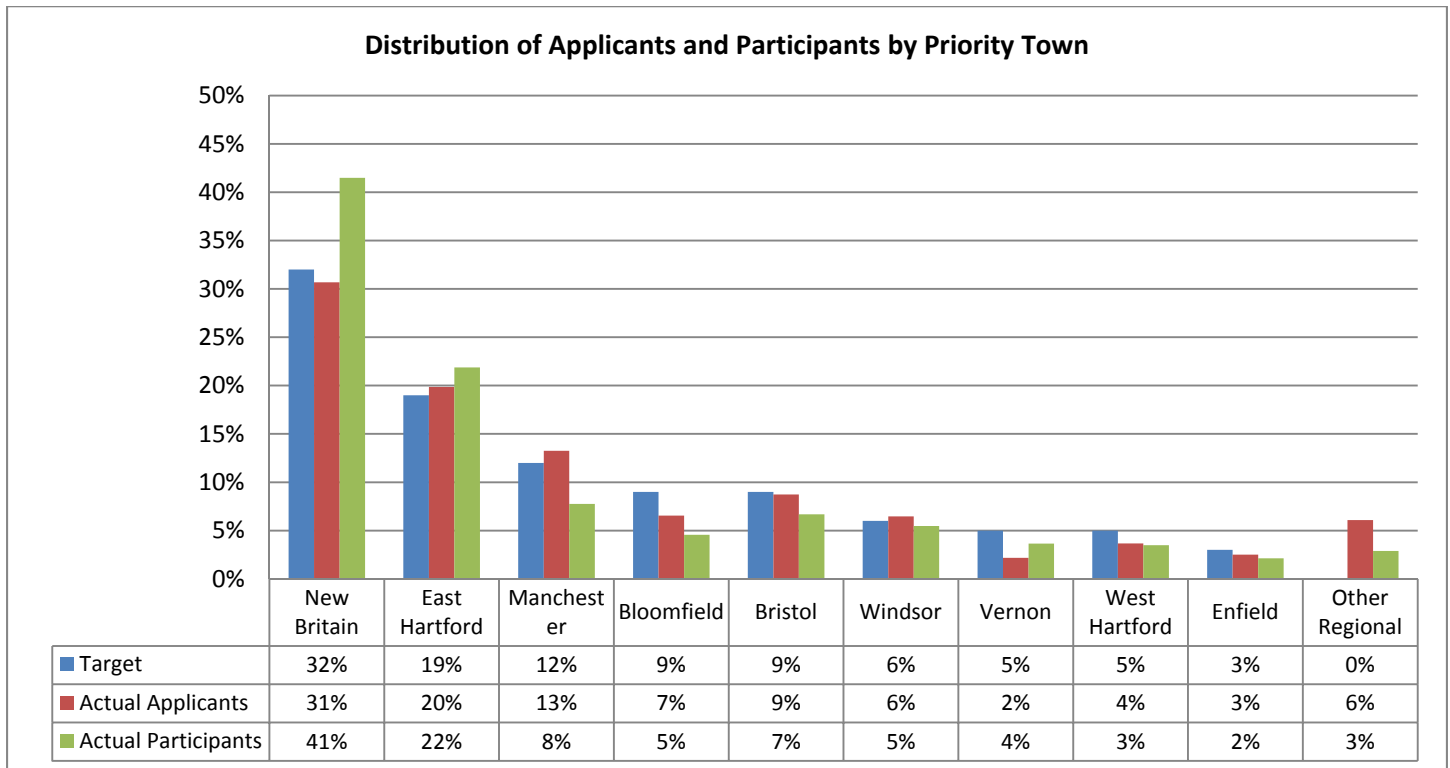


Figure 1b. Impact of dedicated state funds for New Britain and East Hartford



Note: Percentage New Britain and East Hartford participants is higher than actual applicants due to new, dedicated funding from State of CT. Higher percentage of Vernon participants is due to lower application volume than projected.

Figure 2. Regional 15-year-olds (and 16 year-olds) underserved relative to application volume

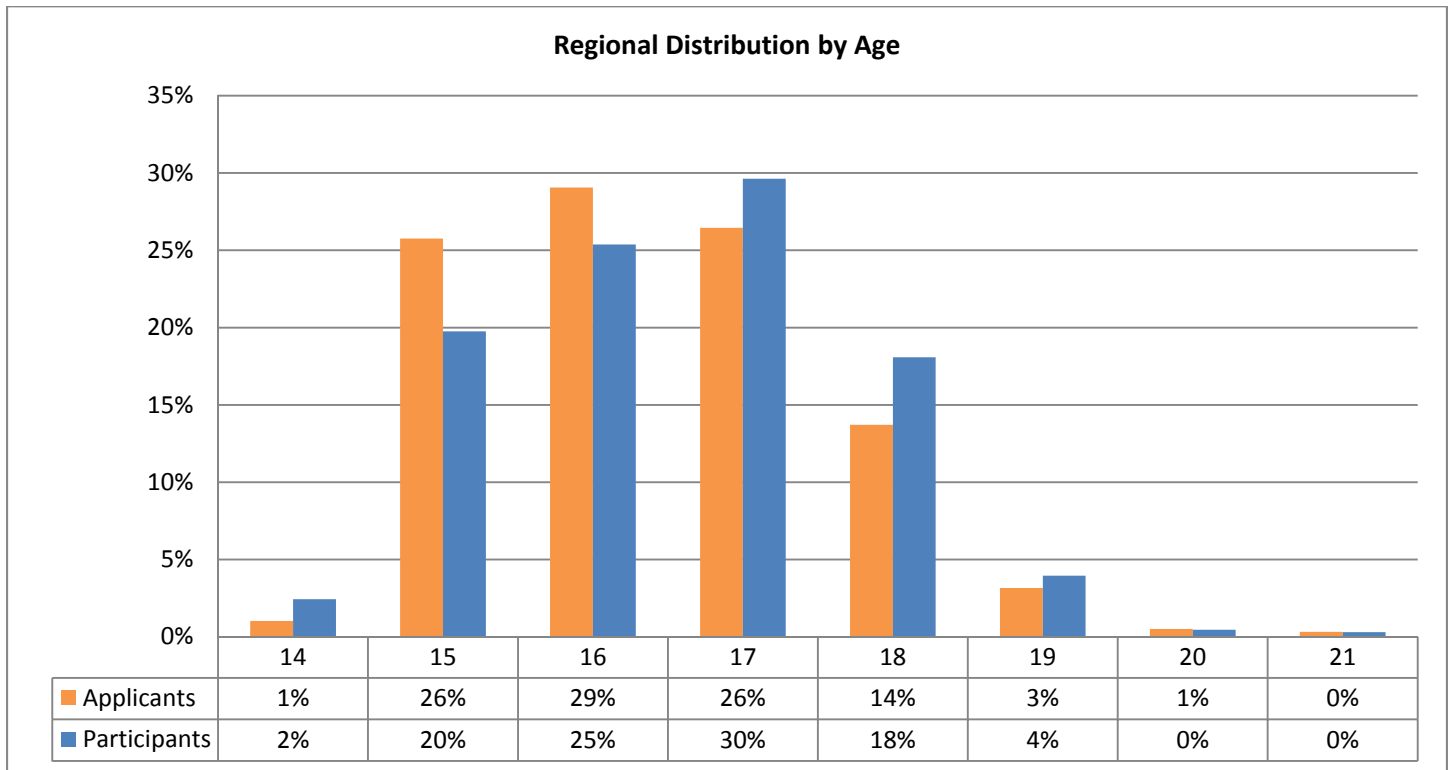


Figure 3. Target for Tier 2 was 50% returning participants; target for Tier 3 was 100% returning participants

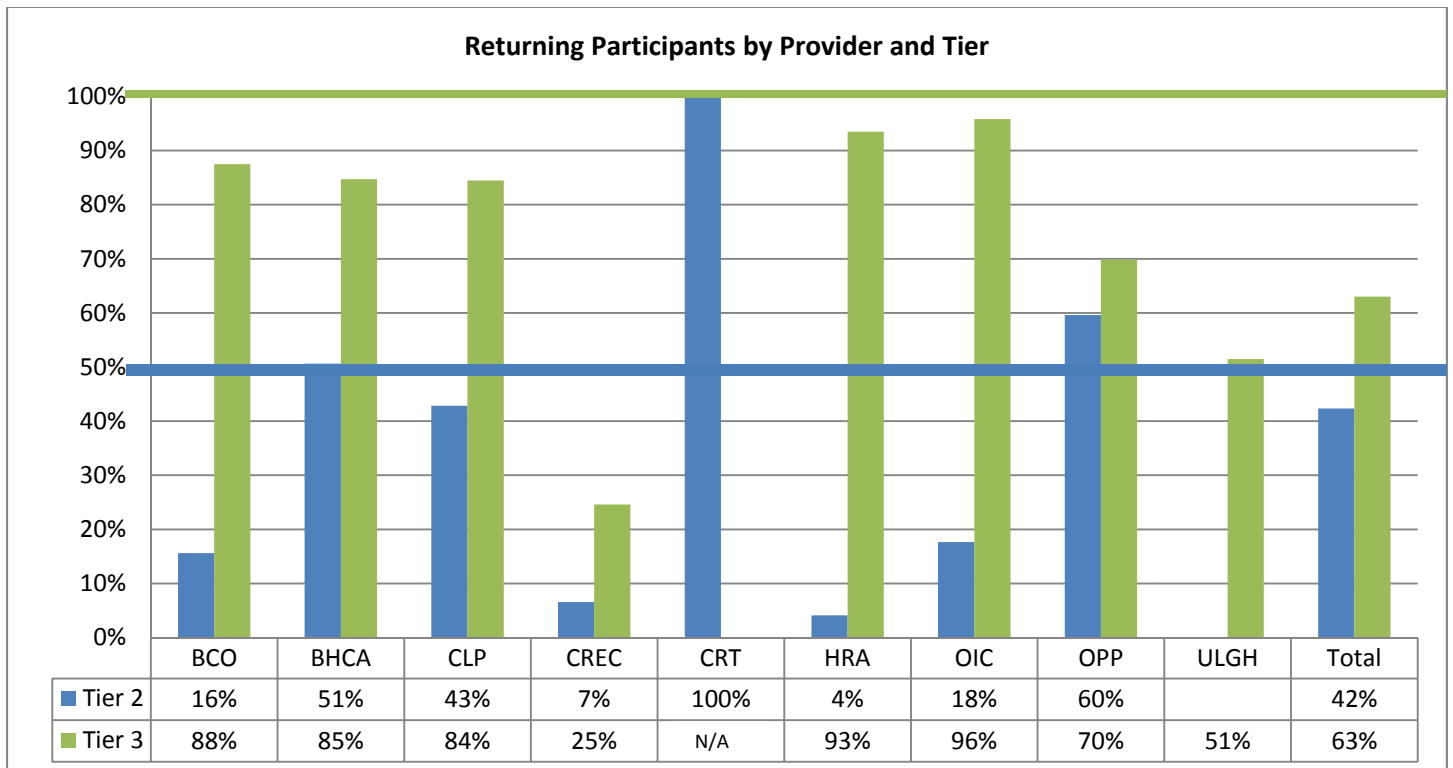


Figure 4. Target industry worksites developed by providers and by CWP Employer Engagement Specialists for Mayors' Campaign

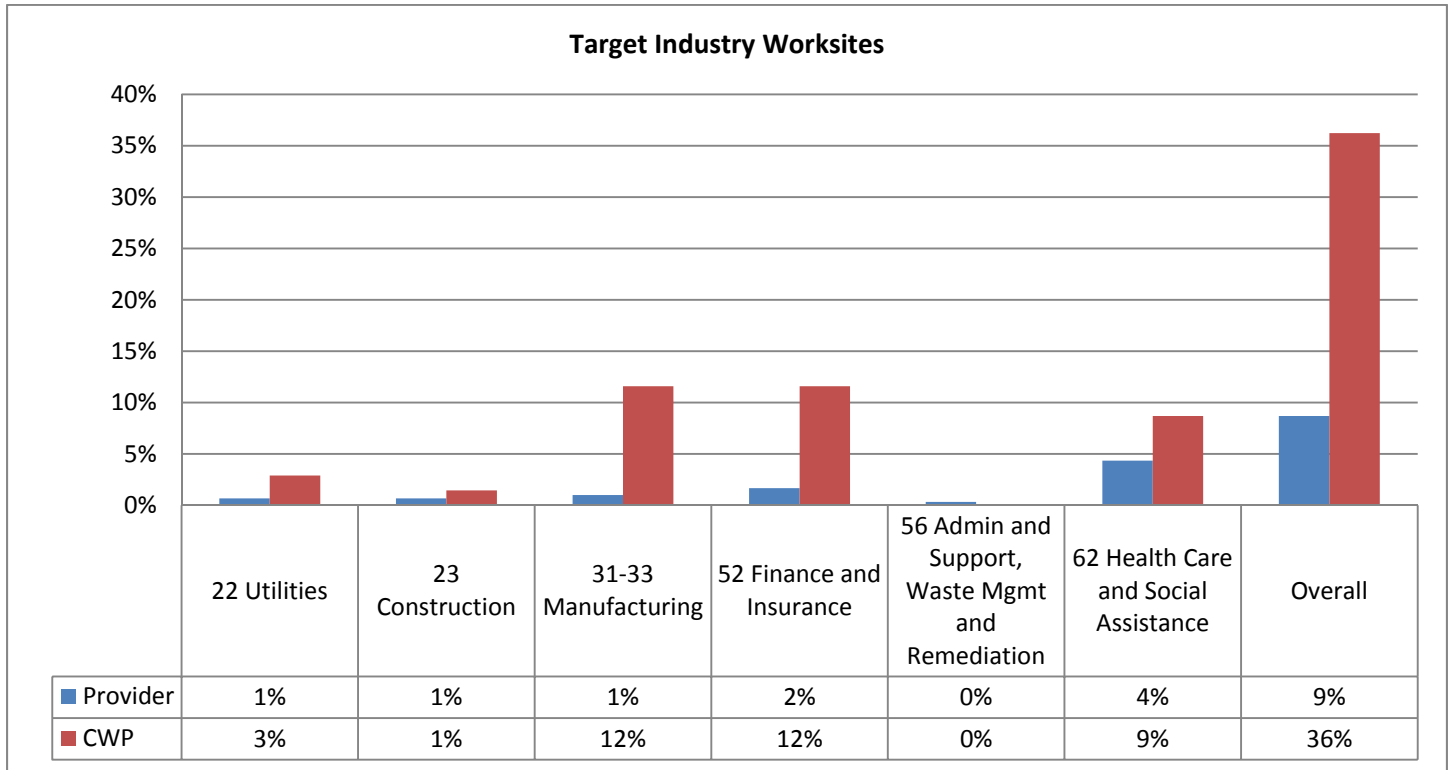


Figure 5. High portfolio completion, disappointing Employee Competency Review scores

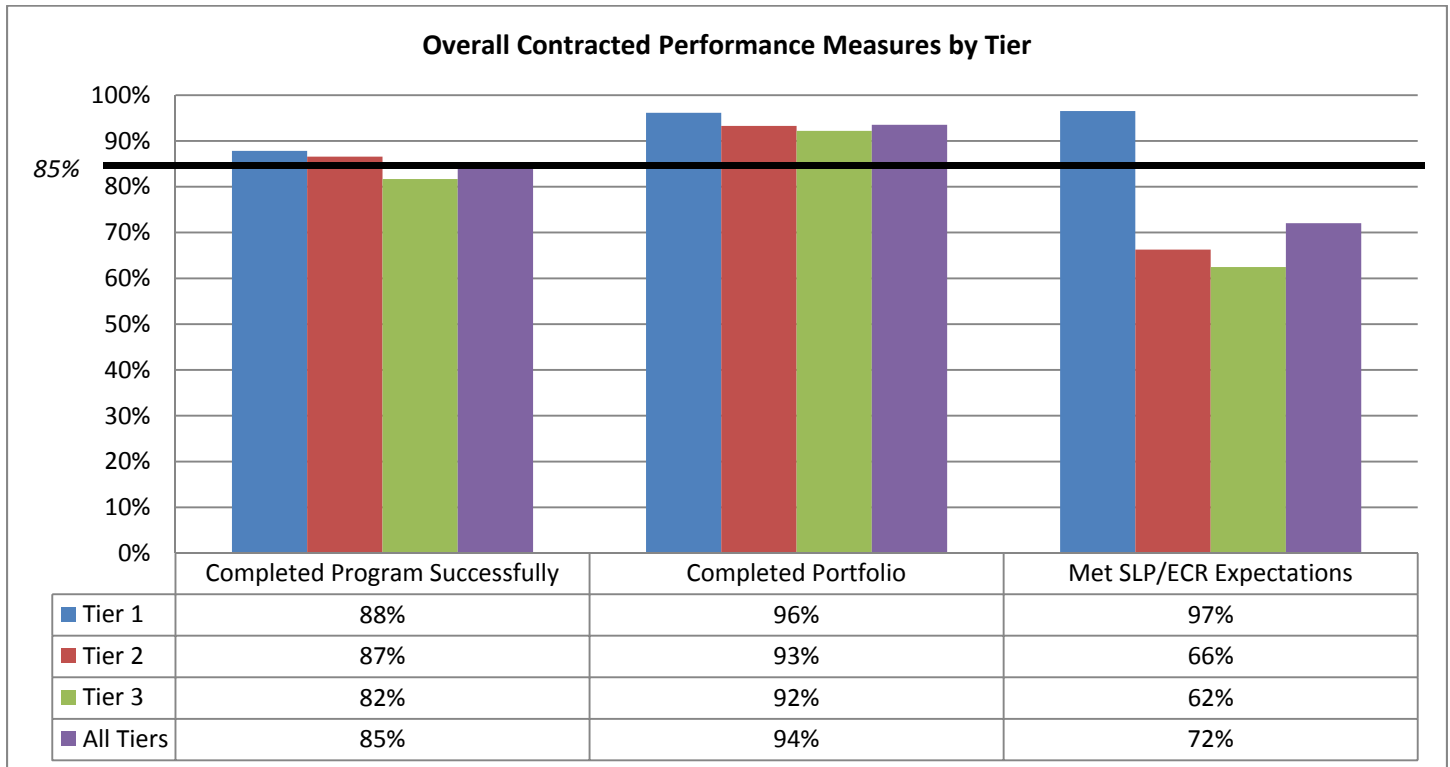
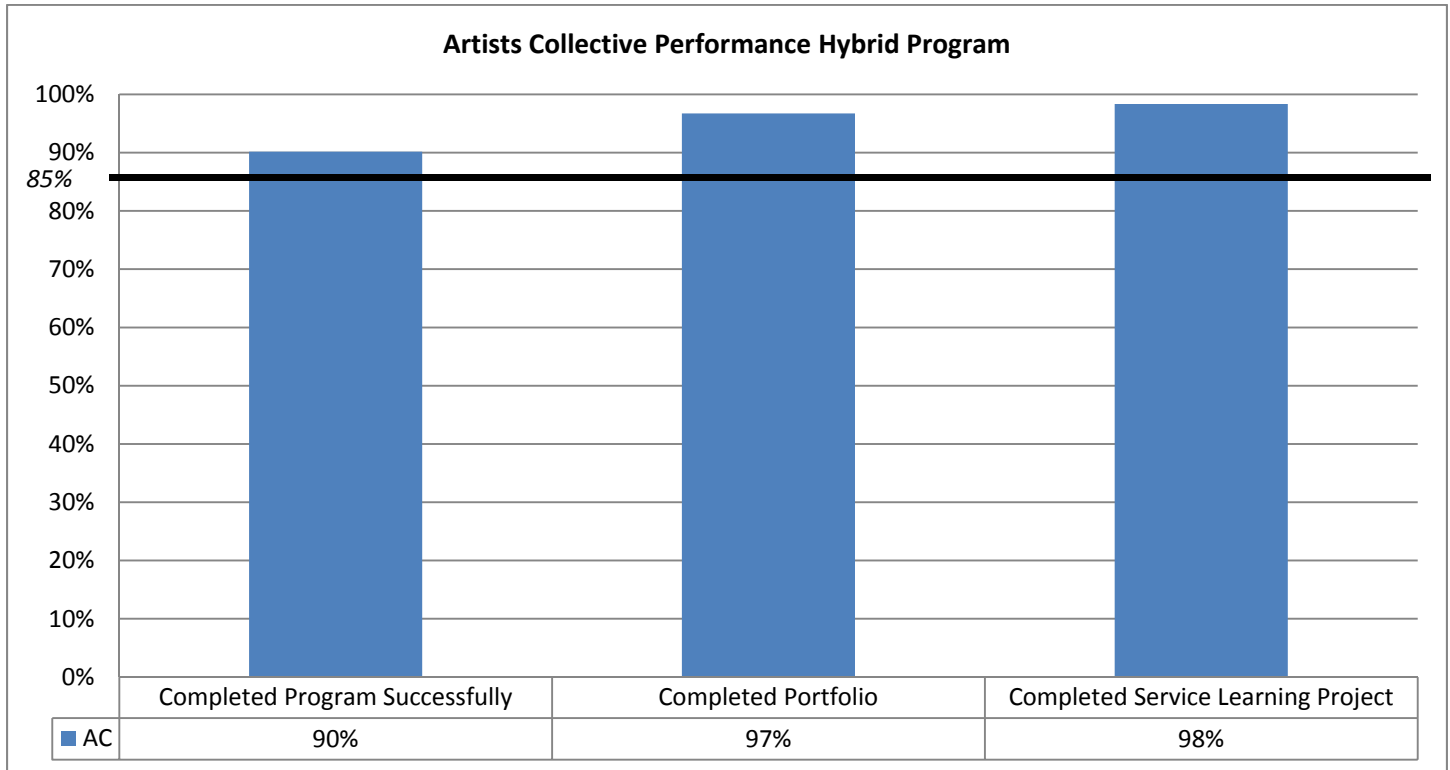


Figure 6. Artists Collective program has attributes of Tier I and Tier II, and some unique features; performance was good.



(No graphic for recommendation 7)

(No graphic for recommendation 8)

Figure 9. Slots redistributed to increase entry-level opportunities

Actual Slots	2014	2013	% Change
Tier 1	517	385	34%
Tier 2	685	384	78%
Tier 3	911	1,287	-29%
Total	2,113	2,056	3%

Actual slot distribution affected by provider discretion and mis-categorization of Tier III

2014 Distribution	Target	Actual
Tier 1	25%	24%
Tier 2	41%	32%
Tier 3	35%	43%
Total Slots	2,062	2,113

Overall application volume and fill-rate of returning participants and was lower than expected

Returning Participants	Target	Applicants	Participants	% of slots filled by returners
Tier 1	0	0	49	N/A
Tier 2	420	247	292	70%
Tier 3	712	1,047	592	83%
Total Slots	1,132	1,294	884	78%

Figure 10. The target for Tier 2 was non-profit worksites with small groups, while the target for Tier 3 was private sector worksites (refer to Figure 3 for returning participant levels)

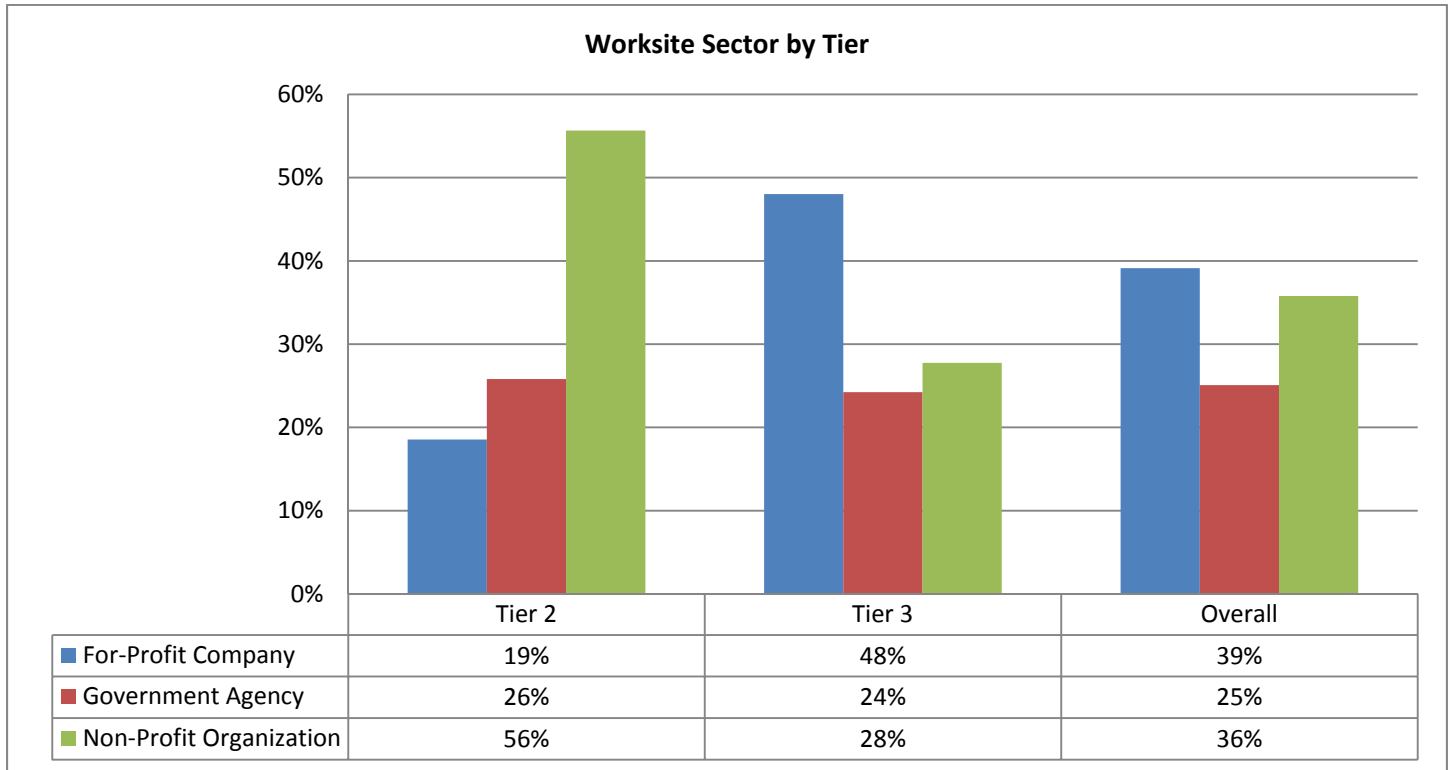


Figure 11. 2013 Employee Performance Review (EPR) versus 2014 Employee Competency Review (ECR) scores

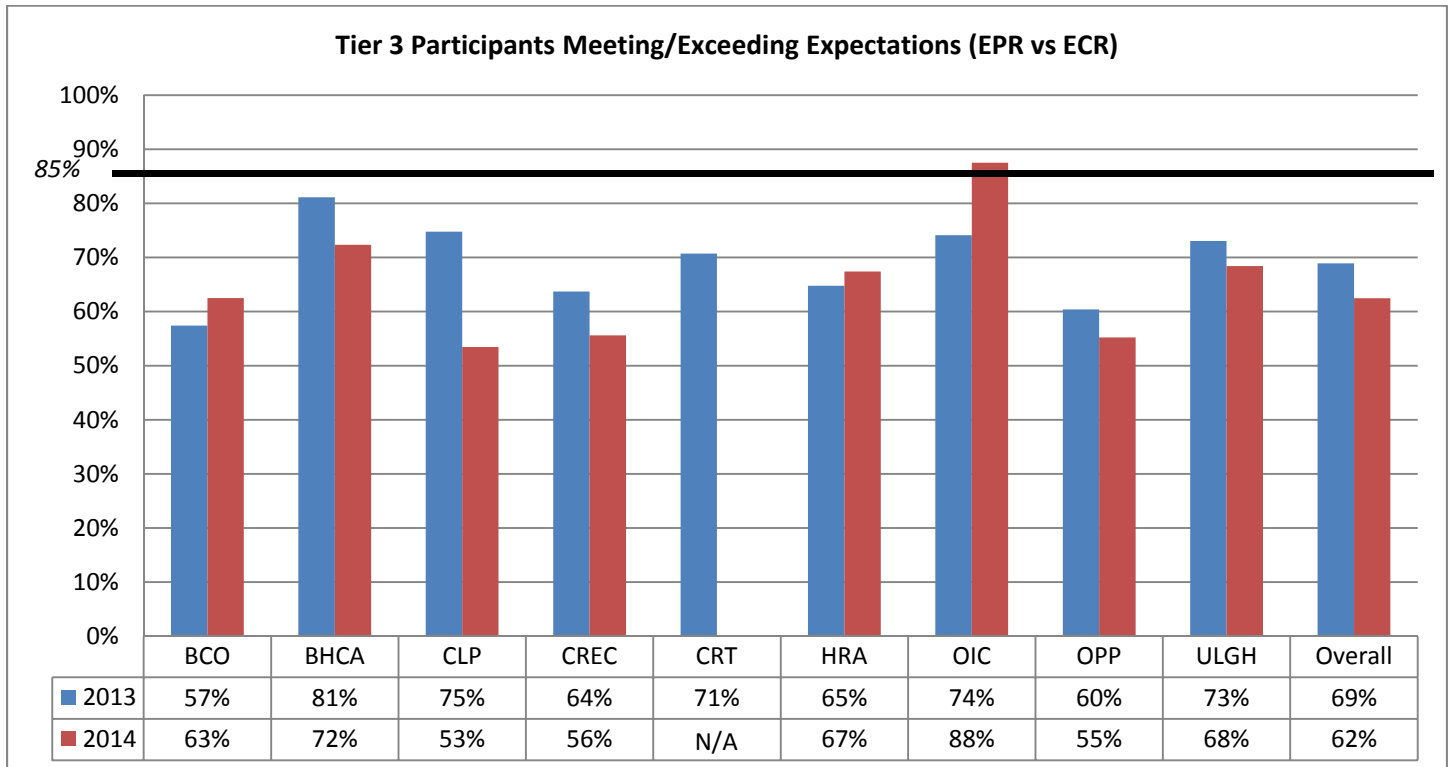
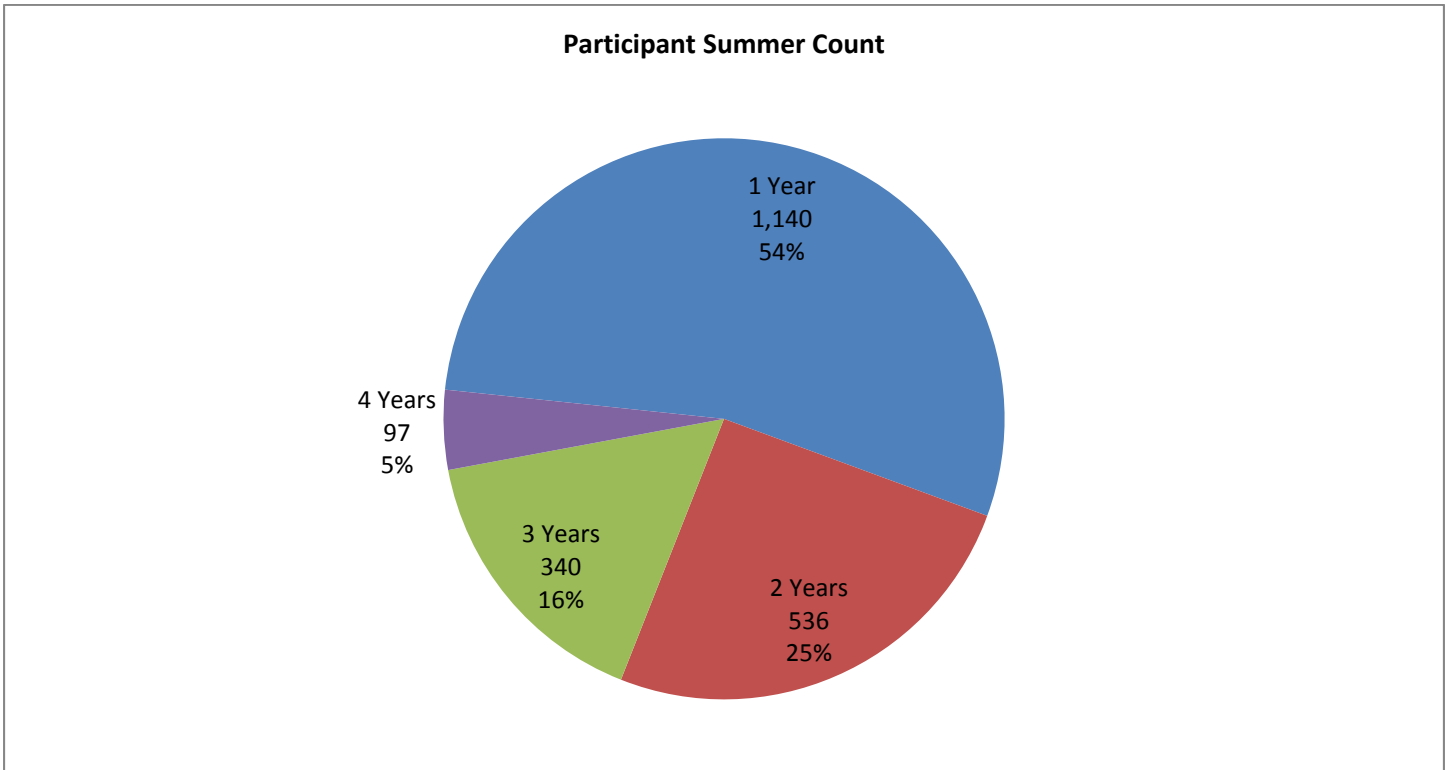


Figure 12. 2014 participants by years of experience – 271 would be excluded in 2015 by immediate application of 3-year participation limit in 2015



(No graphic for recommendation 13)

(No graphic for recommendation 14)

Figure 15. Results of Employee Competency Review below target for all providers

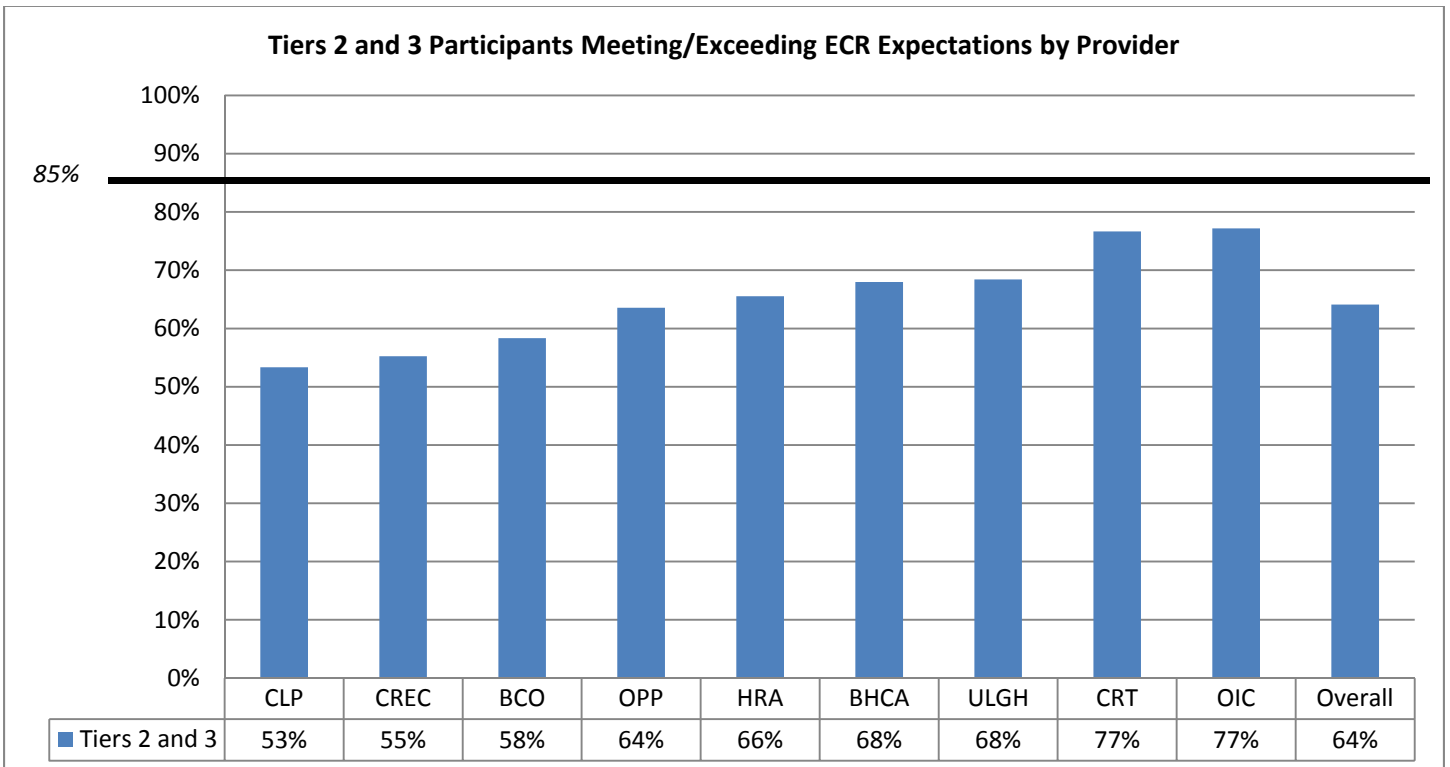
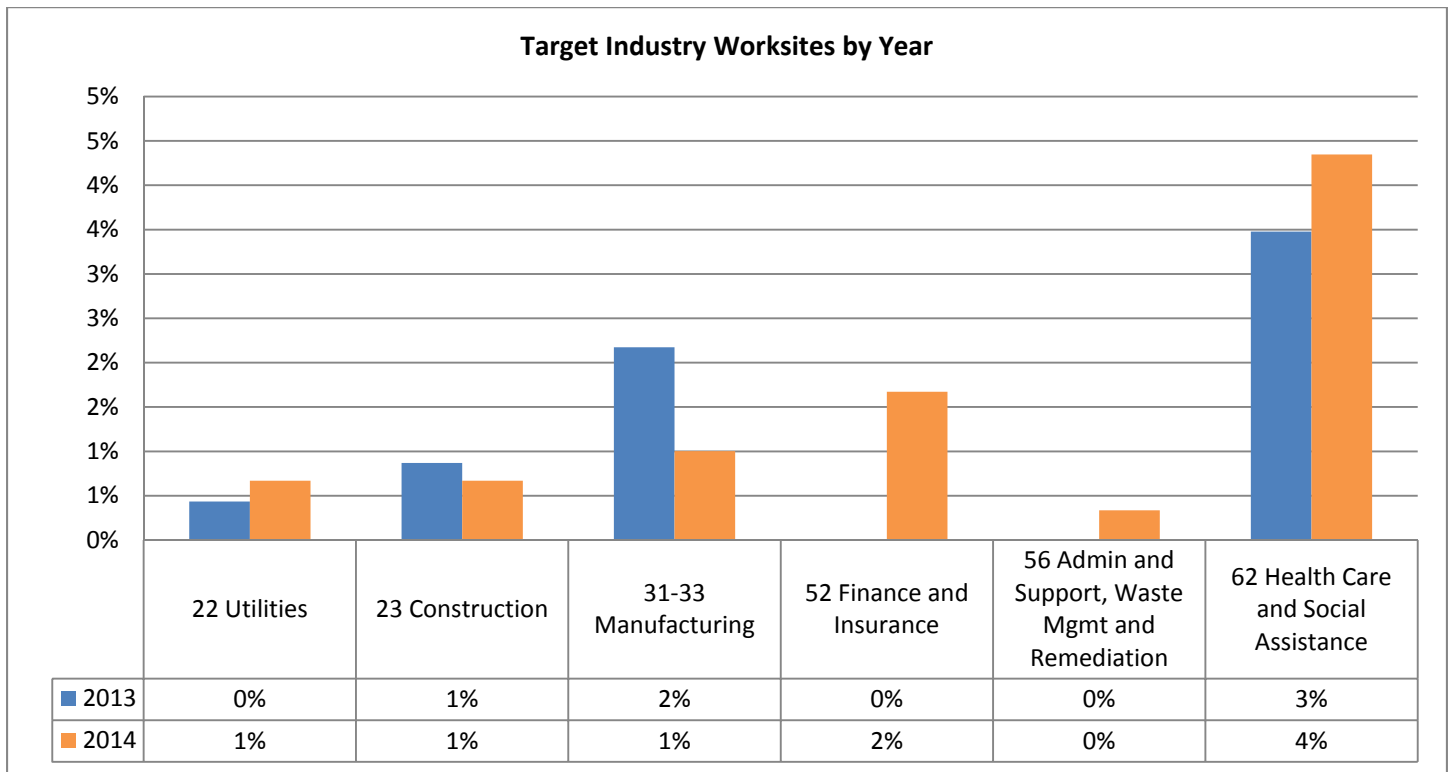


Figure 16. Desired increase of worksites across target industries developed by providers did not occur



(No graphic for recommendation 17)

Observations and Recommendations for 2015

(No graphic for Observation 1)

Figure O-2. Jobs in target industries vary widely

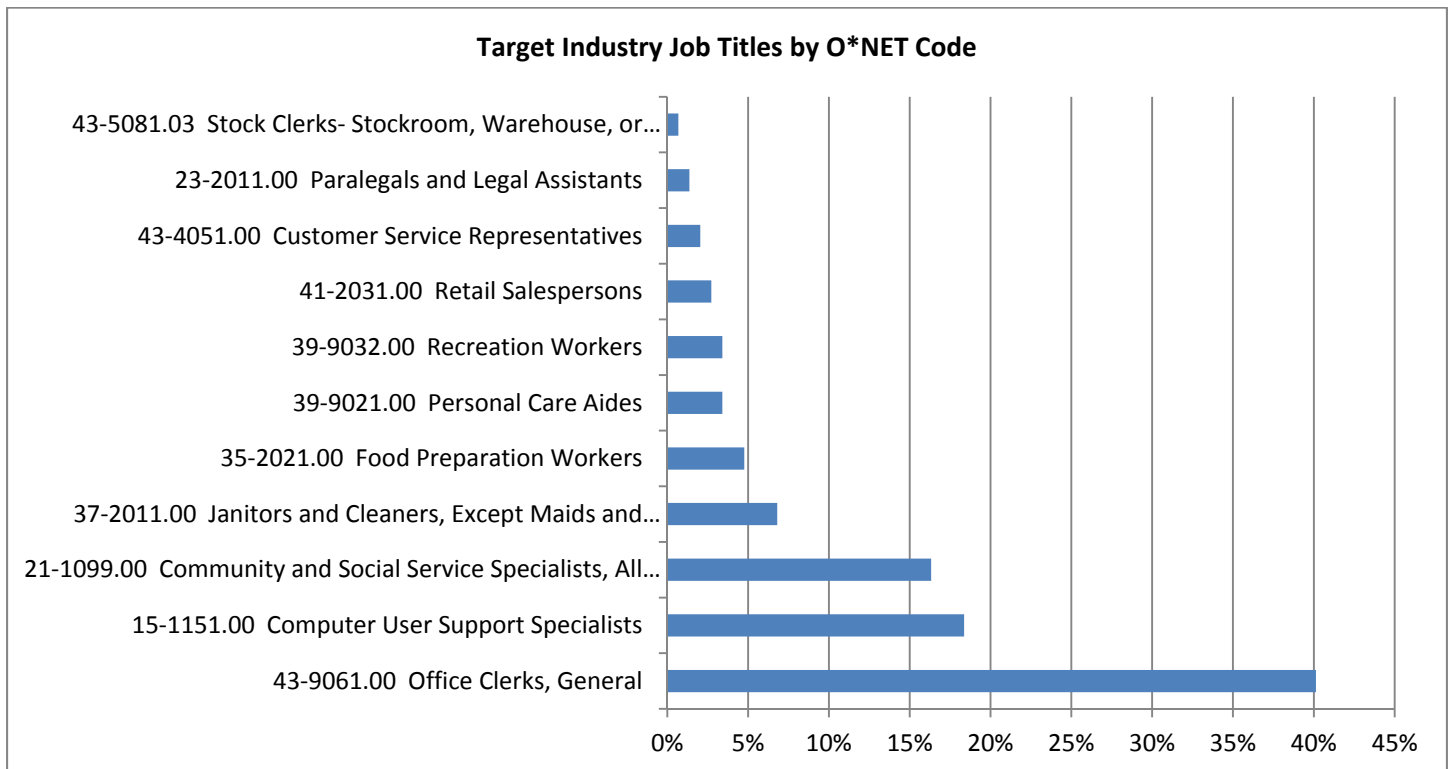
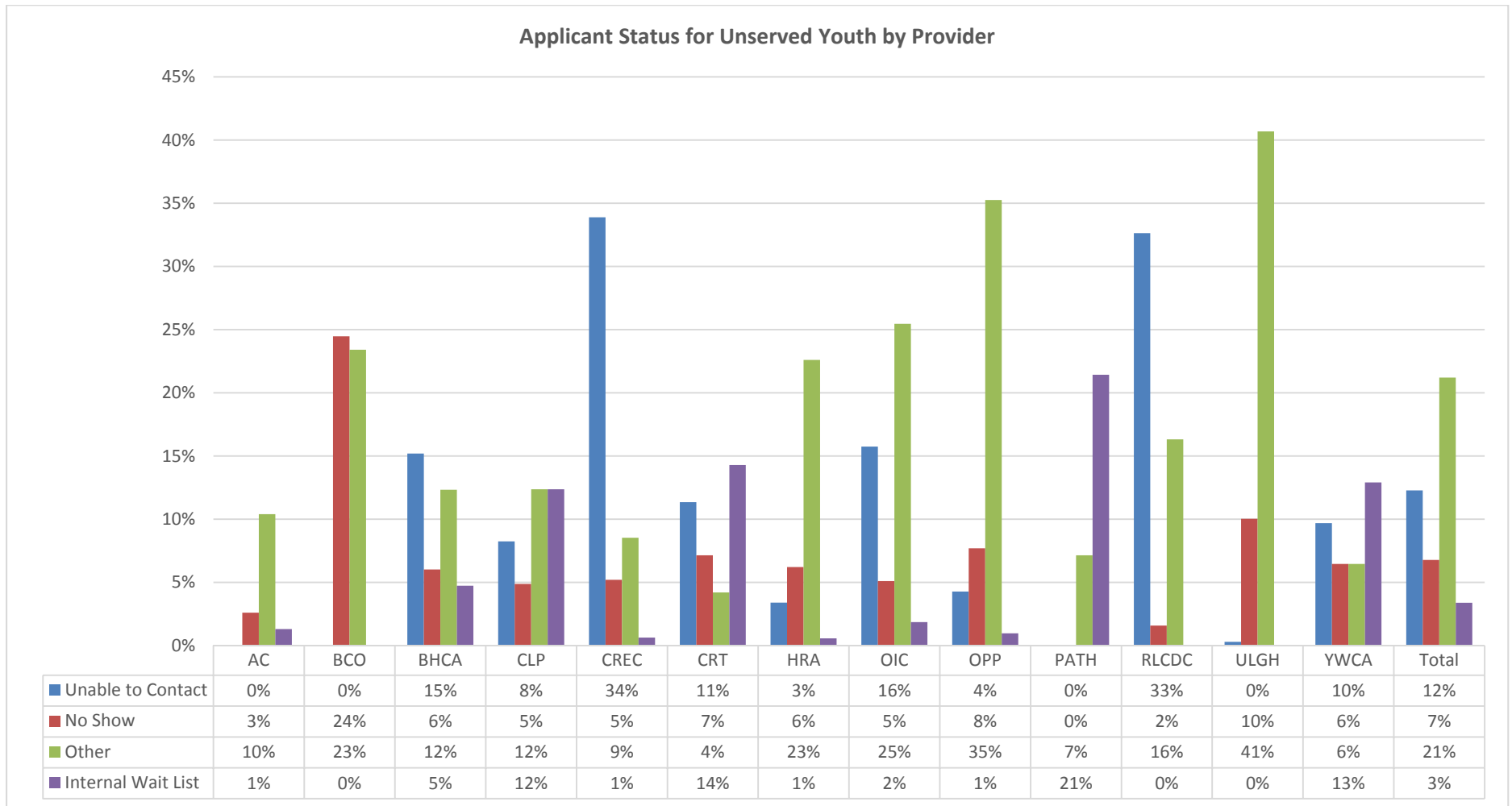


Figure O-3. Provider ability to contact applicants and complete intake appears to vary widely



Other reasons that applicants were not served include conflicts with summer school, other activities or family vacations, health issues, lack of interest, and success finding other employment.

(No graphic for observation 4)

RFP Framework: Guiding Principles

- Demand Driven: Business Services capacity to understand business needs and match jobseekers with current openings
- Empower customers seeking services at North Central *CTWorks* Centers to get back to work quickly, and achieve workforce program performance
- Focus on immediate career preparation and placement
- Provide short-term skill development opportunities to a greater proportion of customers through maximizing technology-based training options
- Maintain competitive scholarship application Individual Training Accounts (ITAs), and target ITAs to programs based on labor market demand
- Expand Business Services to incorporate strategic Employer Engagement
- Establish increased enrollment into WIOA as a measurable objective
- Emphasize quality and timeliness of assessment and individual career planning as a strategy for effective service to diverse populations
- Maximize the use of technology for training and customer engagement
- Align competitive ITA scholarship process with updated ITA policy
- Add Entrepreneurial Training as a component in the RFP
- Retain and expand special initiatives targeted to job-seekers with barriers: persons with disabilities, ex-offenders, the long-term unemployed, welfare recipients, people transitioning from homelessness
- Improve alignment and coordination between One-Stop and other CWP programs and initiatives: Jobs Funnel, Ready-to-Work, Sector Initiatives in Healthcare and Manufacturing
- Maximize resource allocation for services to WIOA enrolled customers

Procurement Timeline

- RFP Release: Week of December 15, 2014
- Bidders Conference: Week of January 12, 2015
- RFP Deadline: Week of February 23, 2015
- Proposal Rating Process: Week of March 9, 2015
- One-Stop Committee Funding Recommendations: April 2, 2015
- Board Action: April 23, 2015

Policy Updates

WIA Individual Training Account (ITA) Policy

Cost Limits and Duration:

- Current policy favors public training providers through 2-tiered funding limits; 60% of ITA were issued for programs with public providers, with these results in 2013-2014:
 - Lengthy training duration – 9 month average compared with 6 month average at private providers, with some programs exceeding 2 years
 - Lower performance – 43% placement rate for public providers; 56% for private providers; 74% credential rate for public providers; 83% for private providers
- Approved changes:
 - Establish single funding cap of \$7,500, benchmarked to most successful community college training program
 - Limit duration of ITAs to no more than 12 months

Training Priorities:

- Current policy contains a training priority list developed in 2012, based on ITA results under ARRA from 2008-2011
 - Training priorities need to be reviewed and updated; current WIA data is insufficient to produce valid conclusions
- Approved changes:
 - Establish a sustainable process for keeping the priority list of occupations in demand current
 - Use Labor Market Information to analyze and document occupational demand, supplemented by economic development intelligence
 - Review and update the priority list annually, at minimum

Case Management Policy & Procedures

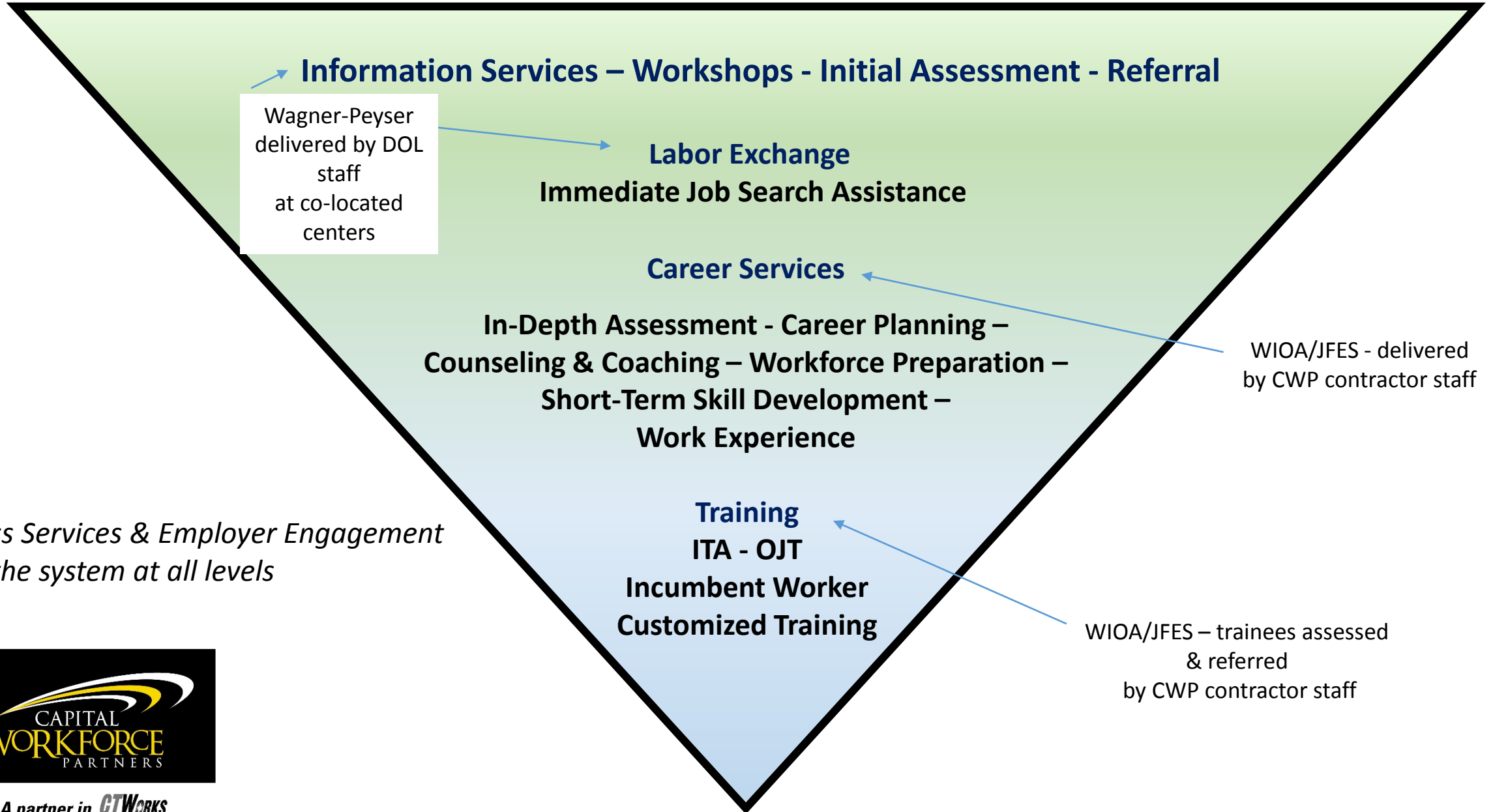
Current policy prescribes monthly case management contact, at minimum, with full-year post-exit follow-up

- Individual assessment is not recognized in determining the level of case management
- Providing high levels of case management to all customers reduces the number that can be served
- Customers with strong work histories and mid- to high- skills benefit from career coaching, but may be alienated by a high touch case management approach

Approved changes:

- Define bands or tiers of case management intensity based on assessment and identification of customer barriers
- Establish case management protocol for frequency and duration of service for each band, with a minimum of quarterly contact

Business Services – Employer Engagement*



** Business Services & Employer Engagement
Support the system at all levels*



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Our Workforce Education



Future Workforce Services Committee Report – December 4, 2014

Summer Youth Employment & Learning Program (SYELP): Recommendations for Program Improvement

The Committee reviewed the 2014 SYELP report, and, based on the data and observations, approved twelve recommendations for program improvement. The full list of recommendations can be found in the report.

Substantial changes are:

- Create a progressive wage structure with work experience paid at the lowest allowable wage, 85% of minimum wage for minors.
- Redefine Tier II as project-based learning in non-profit work settings, paid by stipend, and redefine Tier III as work experience in all sectors.
- Increase CWP employer engagement capacity to develop and manage private sector internships aligned with CWP target industries by dedicating program funds to support Employer Engagement Specialists and participant wages.
- Randomize the application process to ensure equitable access to SYELP.
- Reduce or eliminate allocations to poor-performing providers, and sole source to alternative providers as needed to maintain regional capacity.
- Develop and achievable resource development goal to maintain capacity and support quality services.



Future Workforce Services Committee Report – December 4, 2014

School-Year Youth Program Transition

- CWP and HPS have entered into a Memorandum of Understanding that defines CWP's role to be employer engagement and internship management. The role of the schools is to provide career competency instruction and deliver well-prepared students to CWP for placement into internships. In the HSIP model, service provider contracts are not needed.
- CWP's in-school youth career competency model was delivered through contracted community-based service providers from 2006 through the 2013-14 school year. The program was available to a small fraction of Hartford students as an after-school activity at selected schools.
- Funding for CWP's role in the 2014-15 HSIP has been secured from the City of Hartford, Hartford Foundation for Public Giving, and Travelers Foundation. The funds will support CWP Employer Engagement Specialists and 210 internships for Hartford students.



Future Workforce Services Committee Report – December 4, 2014

Workforce Investment Act (WIA) Youth Program Update

The program model was updated to add short-term training and credential options to meet the objectives laid out in the plan for FY15:

- define feeder programs to provide pre-enrollment period to establish youth interest and commitment
- create more entry and exit points to support youth with diverse needs and educational and career goals
- expand the number of opportunities for youth to be served
- add stackable credentials to provide tangible qualifications for youth as they progress towards longer-term outcomes
- Six service provider contracts were renewed effective July 1, 2014, as approved by the CWP Board. The contracts are in the final year of a 3-year funding cycle.
- The goal across all contracts is to enroll 250 new participants, up from last year's goal of 134. As of October 31, 2014, providers have enrolled 96 youth, reaching 38% of goal during the first third of the year. CWP is closely monitoring enrollment levels and providing technical assistance to providers as needed.
- A procurement process for new programs under the Workforce Innovation & Opportunity Act (WIOA) will be conducted in early 2015. Elements that are new elements of WIOA include the expansion of eligibility for youth up to age 24; requirements for serving out-of-school youth and youth with significant barriers, including youth with disabilities, justice-involved youth, young parents, and former foster children; and redefined common performance measures.

Procurement Timeline:

- | | | | |
|-----------------------------|--------------------|--------------------------|----------------------------|
| ➤ Week of February 2, 2015 | RFP Released | ➤ Week of April 6, 2015 | Proposal Rating Process |
| ➤ Week of February 16, 2015 | Bidders Conference | ➤ Week of April 13, 2015 | Review by Committee Chairs |
| ➤ Week of March 16, 2015 | RFP Deadline | ➤ April 23, 2015 | Board Action |

Strategic Management Dashboard

First Quarter Update – 9/30/14

Economic Snapshot

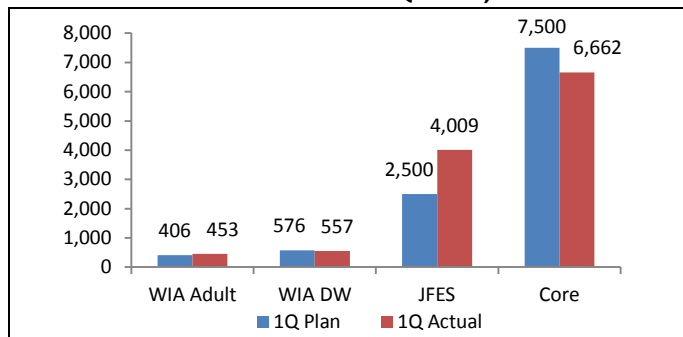
- CT's official unemployment rate was 6.4% as of October, 2014, unchanged from the prior month. This is a decrease of 1.2% from October, 2013. The nation's unemployment rate fell to 5.8%, a drop of 1.4% compared to October 2013.
- Connecticut's jobs recovery lags the nation, with only 73.8% of jobs being recovered from peak to trough during the recession. The nation was at a 115.1% jobs recovery rate as of October.

RBA-Related Measures

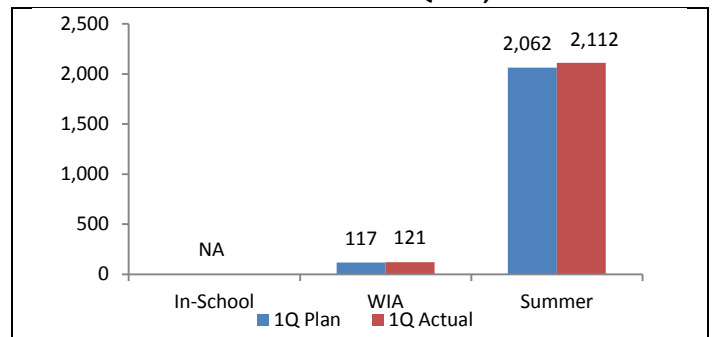
Adult and Youth Number Served

- There was a significant decline in customers receiving core services in the first quarter of the current program year compared with the same period last year. This is primarily due to 3,124 fewer customers receiving one-on-one CTDOLE services; the full year plan is to serve 30,000 individuals in Core Services.
- In contrast to Core Services, the JFES program had 1,500 more participants compared to plan.
- There is no data for the In School Youth program as it begins in the third quarter of the program year.

Adult – One Stop Services
Number Served in Q1 – 11,681



Youth
Number Served in Q1 - 2,233



Progress in Support of Business Plan Initiatives/Key Milestones

- Of the nine federal measures, meeting or exceeding eight; trending below on one – Youth Literacy/Numeracy Gain.

Adult

- 30 JFES customers enrolled in the second group I-BEST programs; this initiative began in February of 2014.
- Entrepreneurial training was provided to 25 dislocated workers in 2013-14 through the Business Roundtable project. To date, nine have started a business, 15 are in the planning phase and one has taken a job with another company.
- Long-term unemployed strategies moving ahead - Entrepreneurial Training contract approved; Platform to Employment (P2E) statewide coordination.
- Supported successful Adult Training/Literacy Program at A.I. Prince in weatherization, cement masonry and other occupations.

Youth

- Received a \$1.1m YouthBuild grant to serve Out-of-School Youth aged 18-24 located at New Britain One-Stop.
- Approved as an implementation site under Aspen's Opportunity Youth Incentive Fund; grant spans three years and is for \$500k.

Sectors

Healthcare

- Received \$6.7m Ready to Work grant targeting healthcare and technology careers for the long-term unemployed.
- MACH Partnership – led by CWP Board Chair and co-convened with CWEALF - addresses entry and mid-level workforce needs including customized Job Match.

Manufacturing

- Employer Advisory Group (co-convened with CCAT) adopted a work plan currently being implemented that includes: Customized Job Match; developing Youth Pipeline – Asnuntuck/OPP, AI Prince Technical High School Manufacturing program coordinated through Jobs Funnel and One-Stop.

Construction

- Through the Green Jobs Innovation Fund Grant the North Central Jobs Funnel has served 506 participants, 343 have received training and credentials and 245 have been placed into employment.