



BOARD OF DIRECTOR'S MEETING

November 18, 2016 at 7:30am **LOCATION:** CCAT, 222 Pitkin Street East Hartford CT

CALL IN INFO: Conference call phone in number: 1-877-336-1828 Participant Code: 68620309

AGENDA

Time	Item	Owner
7:30am	Chairman's WELCOME	Tom Mongellow
7:35am	Action 1 CONSENT <ul style="list-style-type: none">September 22, 2016 Minutes (attached)New Britain Procurement (attached)Job Corps MOU (attached)Rhode Island Indian Council (attached)	Tom Mongellow
7:40am	Executive Session	Board
8:00am	Committee Reports Future Workforce Committee <ul style="list-style-type: none">Action 2 SYELP RFP Framework (attached)Action 3 Accept FY 16 – 17 Work Plan (attached) Finance & Audit Committee <ul style="list-style-type: none">Action 4 Accept FY 16 – 17 Work Plan (attached) Executive Committee <ul style="list-style-type: none">Action 5 Accept FY 16 – 17 Work Plan (attached) Governance Committee <ul style="list-style-type: none">Action 6 Accept FY 16 – 17 Work Plan (attached) One Stop Services Committee <ul style="list-style-type: none">Action 7 Accept FY 16 – 17 Work Plan (attached)	Committee Chairs
8:30am	Adjournment of Board Meeting	Tom Mongellow

Up Coming Meetings – All at 8am at CCAT

- Thursday, December 14, 2016
- Wednesday, January 25, 2017
- Wednesday, March 22, 2017
- Thursday, May 25, 2017
- Thursday, June 22, 2017



Board of Directors Meeting
Thursday, September 22, 2016 at 8am
CCAT, 222 Pitkin Street, East Hartford CT

Minutes DRAFT

Attendees: Bettina Armour, Bill Bishop, Jonathan Colman, Peter Fraser, George Fournier, Paula Gilberto, Elliot Ginsberg, Lindy Lee Gold, John Nimmons, Thomas Mongellow, Mark Polzella, Susan Pierson, Bill Putt, Jonathan Richmond, and John Simoneau, and Sarette William **Consortium Members:** Mayor Marcia Leclerc and Mayor Luke Bronin

Staff: Thomas Phillips, Alex Johnson, Wendy Gamba, Sandy Rodriguez, Pamela Tonello and Julie Watson, Julie Geyer, Summer Gomes **Guests:** Drew Andrews and Kim Napp (Whittlesey and Hadley), Attorney Alan Curto and Attorney Kevin Greene (Halloran & Sage)

Call In: Cathryn Addy, Sheldon Bustow, and Renata Dixon

Absent: Juan Hernandez, Clarke King, Mike Komaromi and Lyle Wray

Chairman Thomas Mongellow called the meeting to order at 8:05am

Action 1 – Consent

- June 22, 2016 Minutes (attached)
- FY 16 – 17 Meeting Schedule (attached)
- WIOA High Poverty Area Policy (attached)

Outcome: a 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.

At 8:10am Chairman Mongellow asked for a motion to go into Executive Session. Inviting Tom Phillips, Alex Johnson, Wendy Gamba, Drew Andrews and Kim Napp (Whittlesey and Hadley), Attorney Alan Curto and Attorney Kevin Greene (Halloran & Sage), Mayor Marcia Leclerc (Consortium Chair) and Mayor Luke Bronin (Consortium Member)

A motion to go into Executive Session was made by Jonathan Colman, and seconded by Bettina Armour. Board went into Executive Session.

At 8:30am Drew Andrews, Kim Napp, Attorney Alan Curto, Alex Johnson and Wendy were excused from the Executive Session.

Tom Phillips remained with the Board – Tom was excused at 9am.

A motion to exit out of Executive Session was made at 9:15am

Action 2 Ratification of Hiring Whittlesey and Hadley

Outcome: a motion was made Lindy Lee Gold and seconded by Jonathan Colman. All were in favor; none opposed; the motion carried.

ACTION

Chairman Mongellow asked for a motion to accept the resignation of President and CEO Thomas Phillips effective today. Notwithstanding such resignation and cessation of duties, Mr. Phillips will be placed on paid administrative leave and receive all salary and benefits to which he is entitled under his current employment agreement, until the expiration of that agreement on December 31, 2016.

The Chairman in consultation with management may direct Mr. Phillip to perform such activities on behalf Capital Workforce Partners that the Chairman deems necessary to affect the transition to a new President and CEO and to complete any CWP matters requiring the participation of Mr. Phillips that are in the best interest of CWP.



Board of Directors Meeting
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The Chairman is authorized is authorized to negotiate with the advice of the Executive Committee, and to execute with Mr. Phillips a separation agreement containing specific provisions that are otherwise consistent with all applicable federal, state and other requirements, including without limitation all such requirements concerning the use of WIOA grant and other CWP funding.

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

ACTION

Chairman Mongellow asked for a motion to appoint Alex Johnson as Acting President and CEO of Capital Workforce Partners immediately, for the period of not less than the time period necessary to affect the transition of Capital Workforce Partners from the tenure of Mr. Phillips, and the Chairman is authorized, with the advice of the Executive Committee, to set the terms and conditions of Mr. Johnson's employment as Acting President and CEO during a such transition.

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

A motion to adjourn the meeting was made by Jonathan Colman at 9:30am, seconded by Lindy Lee Gold. All in favor; none opposed; meeting was adjourned.



New Britain Procurement Update

RFQ:

- The RFQ was released on June 14, 2016 with submissions due on June 28, 2016.
- The RFQ asked responders to demonstrate their capacity and experience to serve opportunity youth in New Britain who are out of school or underemployed and eligible for services under the Workforce Innovation and Opportunity Act (WIOA) using the CWP Career Pathway model.

Responder(s):

- We received one submission from Opportunities Industrializations Center (OIC).

Evaluation:

OIC met requirements of the RFQ and demonstrated the capacity and experience to serve opportunity youth in New Britain while meeting all WIOA Youth requirements.

Key Program Features

- Career pathway training in Allied Health with stackable credentials and a focus on occupations with self-sustaining wages
- Full-time, credentialed staff with expertise in workforce development and youth development.
- Wrap-around supports designed to address the specific needs of the priority population
- Partnerships to leverage non-WIOA resources to meet needs for housing, mental health, legal, and other services
- Business partnerships that support the career pathways including Hospital for Special Care and Hospital for Central Connecticut
- Paid, work-based learning component
- Job development and placement strategies aligned with career pathways

Recommendation:

- Staff propose the following WIOA Youth funding to OIC:

Timeframe	September 1, 2016-June 30, 2017 with an opportunity of renewal for a second year
Number to be served	30
Funding	\$275,000
Priority Population	Young parents and young men of color
Targeted Industry/Sector	Allied Health
Training Provider	Tunxis Community College
Credentials	Customer Service, CPR, First Aid, EMT, Central Sterile Processing Technician, CNA, Phlebotomy Technician, and Pharmacy Technician

**MEMORANDUM OF UNDERSTANDING
BETWEEN
CAPITAL WORKFORCE PARTNERS
AND THE
HARTFORD JOB CORPS (HJC)**

In accordance with Title I, Section 121 (c) of the Workforce Innovation and Opportunity Act the local board, with the agreement of the chief elected officials, *shall develop and enter into a memorandum of understanding (between the local board and the one-stop partners) concerning the operation of the one-stop delivery system in five regional areas.*

Pursuant to the above, this MOU shall contain provisions describing the following:

- a. The services to be provided through the One-Stop/American Job Center (AJC) delivery system, including the manner in which the services will be coordinated and delivered through such system;
- b. How the costs of such services and the operating costs of such system will be apportioned; and
- c. The methods of referral of individuals between the One-Stop/AJC operator and HJC for appropriate services and activities.

This MOU will serve as a framework of agreed upon terms. Specific local/regional program operation, the referral processes and business service delivery may vary depending on the local/regional area and shall be specified as addendums to this MOU when applicable.

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the creation of a seamless customer-focused service delivery network that integrates service delivery across programs, enhances access to services and improves long-term employment outcomes for individuals receiving assistance.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, supporting a responsive service delivery system, enhancing access to program services that meet the workforce development needs of adults and lead to long-term employment outcomes.

Programs and services will be coordinated and integrated where feasible by jointly serving common customers, supporting interagency in-service training and providing information and services that most directly meet the customer's needs.

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following Workforce Development Board

- Capital Workforce Partners, One Union Place, Hartford, Connecticut
- Workforce Alliance, 560 Ella T. Grasso Blvd., New Haven, Connecticut
- The WorkPlace, 350 Fairfield Avenue, Bridgeport, Connecticut
- Northwest Regional Workforce Investment Board, 249 Thomaston Avenue, Waterbury, Connecticut
- Eastern Connecticut Workforce Investment Board, 108 New Park Avenue, Franklin, Connecticut

(herein referred to as "WDB") and the Hartford Job Corps Center (herein referred to as "HJC" or "the Partner"), 100 William Shorty Campbell Street, Hartford, Connecticut (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I – Adult, Youth, Dislocated Worker, Job Corps.

III. Duration of Agreement

This MOU is effective for the period September 1, 2016 through June 30, 2019. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period. The first date of renewal shall be July 1, 2019. The MOU shall automatically renew on July 1st of subsequent years.

IV. Coordination Service Delivery Activities

In order to eliminate duplication of services, the parties to this MOU agree to coordinate the delivery of services and activities to:

- Jointly promote the coordinated delivery of services through program integration, when feasible and joint planning at the state and local level.
- Coordinate resources and programs to ensure a streamlined and efficient workforce development system.
- Promote direct access to services through real-time technology.
- Promote the development and implementation of a more unified system of measuring program performance and accountability.

V. Services available through the One-Stop/AJC System

Parties agree to coordinate services in the implementation of a workforce development system that:

- Is committed to a customer focused comprehensive delivery system.
- Ensures the needs of adults, youth, and dislocated workers, and individuals with barriers to employment, including individuals with disabilities, are addressed through the One-Stop/AJC system.
- Works towards aligning intake, case management and job placement services in an effort to maximize efficiencies and effectiveness.
- Develops collaborative relationships with the network of other agencies and partners in the local/regional area.

Access to the following services will be made available through the One-Stop/AJC system by the responsible party(ies) listed.

I. Description of Services	Responsible Party
Conduct initial assessment of skill levels, career interests, aptitudes, abilities and characteristics of AJC customers to determine their eligibility for Partner-funded employment and/or career training services.	WDB & HJC
Provide updated information to the Partner concerning new programs, initiatives, and grants.	WDB & HJC
Deliver services to applicants and eligible individuals based on the specific policies that govern each party.	WDB & HJC
Provide information and data, if available, with respect to this MOU.	WDB & HJC
Assess and refer residents in need of career services to the AJC center(s) for employment opportunities consistent with their unique strengths, priorities, concerns, abilities, capabilities, interests and informed choice.	HJC

Provide data on the number of residents attending Partner-funded employment and career training activities. The data should include numbers that enrolled, completed and attained a post-secondary certificate or credential.	HJC
Provide information necessary for the monitoring of AJC activities by the WDB. Provide its Equal Employment Opportunity and grievance/ complaint procedures to be used by applicants.	HJC
Provide an up to date directory of employment and career training programs provided by the Partner to AJC partners and staff.	HJC
Provide education, employment and training services to youth age 16-24.	HJC
Provide information from the directory of Partner-funded employment and career training programs and services to AJC customers who might qualify.	WDB
Provide basic career services, including orientation, job search assistance, information on and referral to support services, labor market information, and employment related workshops.	WDB
Provide individualized career services to dislocated workers and low income individuals with barriers to employment, including comprehensive and specialized assessments, development of an individual employment plan, career counseling, short-term pre-vocational and workforce preparation activities, internships and work experiences.	WDB
Provide WIOA Title I-funded training services to eligible individuals, primarily through Individual Training Accounts.	WDB
Assist Partner to align employment and career training services with priorities in the local WIOA Plan.	WDB

VI. Referral Arrangements

In order to provide seamless delivery of services to customers, the Parties agree to the following referral principles:

- Each party will have information and receive training about the services of all partner agencies within the One-Stop/AJC.
- Customers accessing services through the One-Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs.
- When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency.

The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. Detailed referral procedures will be described in the local/regional Addendum.

V. Cost Allocation and Resource Sharing Methodology

HJC agrees to fund infrastructure costs based on the proportionate share of use by HJC and/or its contracted provider staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principals that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 3-15, and any other federal guidance pertaining to cost allocation and resource sharing.

VI. Confidentiality of Information

To safeguard information, the Parties agree:

- Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.
- Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.

VII. Equal Opportunity and Access to Services

The One-Stop/AJC system provides equal access to all job-seekers. The Parties agree:

- The partners in the One-Stop/AJC system are committed to, and will promote, non-discrimination, equal opportunity and equal access to services.
- The Parties will implement grievance procedures to ensure enforcement of non-discrimination and equal opportunity provisions within the One-Stop/AJC system.
- One-Stop/AJC system services, including materials, technology and facilities, will be accessible to individuals with barriers to employment, including individuals with disabilities.
- Individuals with barriers to employment will be given priority for individualized services in accordance with WIOA Section 121(c)(2)(A)(iv).
- The Parties commit to comply with the Americans with Disability Act Amendment of 2008.
- The Parties commit to promote capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities.

VIII. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect, until renegotiated or rewritten.

XI. Modification/Termination

This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties. Submission of a revised MOU does not necessarily require a modification to the local plan.

Either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

X. Signatures

For the Hartford Job Corps:

Tami Schweikert, Academy Director

Date

For the Workforce Development Board:

Alex Johnson, Acting President & CEO

Date

Thomas Mongello, Board Chair

Date

Marcia Leclerc, Mayor of East Hartford
Chief Elected Official

Date

**MEMORANDUM OF UNDERSTANDING
BETWEEN
CAPITAL WORKFORCE PARTNERS
AND THE
RHODE ISLAND INDIAN COUNCIL, INC**

In accordance with Title I, Section 121 (c) of the Workforce Innovation and Opportunity Act the local board, with the agreement of the chief elected officials, *shall develop and enter into a memorandum of understanding (between the local board and the one-stop partners) concerning the operation of the one-stop delivery system in five regional areas.*

Pursuant to the above, this MOU shall contain provisions describing the following:

- a. The services to be provided through the one stop/ American Job Center (AJC) delivery system, including the manner in which the services will be coordinated and delivered through such system;
- b. How the costs of such services and the operating costs of such system will be apportioned; and
- c. The methods of referral of individuals between the one-stop/AJC operator and the CT IC for appropriate services and activities.

This MOU will serve as a framework of agreed upon terms. Specific local/regional program operation, the referral processes and business service delivery may vary depending on the local/regional area and shall be specified as addendums to this MOU when applicable.

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the creation of a seamless customer-focused service delivery network that integrates service delivery across programs, enhances access to services and improves long-term employment outcomes for individuals receiving assistance.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for individuals with disabilities so that those individuals may prepare for and engage in competitive integrated employment consistent with their unique strengths, priorities, concerns, abilities, capabilities, interests and informed choice.

Programs and services will be coordinated and integrated where feasible by jointly serving common customers, supporting interagency in-service training and providing information and services that most directly meet the customer's needs.

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following Workforce Development Board

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- Eastern Connecticut Workforce Investment Board, 108 New Park Avenue, Franklin, Connecticut



(herein referred to as "WDB") and the Rhode Island Indian Council which provides services to Connecticut (herein referred to as "RI IC" or "the Partner"), 807 Broad Street, Providence, RI 02907(herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I – Adult, Youth, Dislocated Worker; Jobs First Employment Services; and WIOA Title I- Subtitle D – National Programs – Section 166 – Native American programs.

III. Duration of Agreement

This MOU is effective for the period July 1, 2016 through June 30, 2019. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period. The first date of renewal shall be July 1, 2019. The MOU shall automatically renew on July 1st of subsequent years.

IV. Coordination Service Delivery Activities

In order to eliminate duplication of services, the parties to this MOU agree to coordinate the delivery of services and activities to:

- Jointly promote the coordinated delivery of services through program integration, when feasible and joint planning at the state and local level.
- Coordinate resources and programs to ensure a streamlined and efficient workforce development system.
- Promote information sharing and coordination of activities to improve the performance of the One Stop/AJC system in part through the use of data access agreements.
- Promote the development and implementation of a more unified system of measuring program performance and accountability.

V. Services available through the One-Stop/AJC System

Parties agree to coordinate services in the implementation of a workforce development system that:

- Is committed to a customer focused comprehensive delivery system.
- Ensures the needs of adults, youth, and dislocated workers, and individuals with barriers to employment, including individuals with disabilities, are addressed, including access to technology and materials, are made available through the One-Stop/AJC system.
- Works towards aligning intake, case management and job placement services in an effort to maximize efficiencies and effectiveness.
- Develops collaborative relationships with the network of other agencies and partners in the local/regional area.

Access to the following services will be made available through the AJC/One Stop system by the responsible party(ies) listed.

I. Description of Services	Responsible Party
Provide information to the One Stop service region staff including information on the Native American Program and services.	RI IC
Serve as a resource to One Stop/AJC customers identifying themselves as Native American Indians.	RI IC
Provide information sessions at the One Stop/AJC center(s) based on demand and	

resources in order to familiarize One Stop/AJC customers with CT IC services.	RI IC
Ensure that the One Stop/AJC staff complete training if provided by the partner in order to ensure awareness and sensitivity related to serving Native American Indians.	WDB
Consult with partner to improve access to services for Native American Indians, including youth.	WDB
Ensure that One Stop/AJC staff coordinates services for Native American Indians as appropriate, with Partner.	WDB
Make Basic Career Services available to Partner referrals including the opportunity to participate in job-driven training and pursue high quality employment outcomes.	WDB
Make resources and information available to employers including information received from Partner's Employment Division.	WDB
Provide updated information to the Partner concerning new programs, initiatives, and grants.	WDB & RI IC
Include Partner in outreach initiatives to under-served groups.	WDB
Determine eligibility for their respective programs	WDB & RI IC
Deliver services to applicants and eligible individuals based on the specific policies that govern each entity	WDB & RI IC
Provide information and data, if available, with respect to this MOU	WDB & RI IC

II. Employment Related Workshops

The Parties agree to work together to ensure the delivery of relevant employment related workshops, eliminate unnecessary content duplication, increase efficiency and reduce any perceived confusion among customers. Each local/regional area will determine which Party will be responsible for workshop delivery based on needs, location, and resources (human and fiscal).

III. Referral Arrangements

In order to provide seamless delivery of services to customers, the Parties agree to the following referral principles:

- Each party will have information and receive training about the services of all partner agencies within the One Stop/AJC.
- Customers accessing services through the AJC will receive assistance in determining which of the partner agencies may have services the customer needs.
- When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency.

The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness.

IV. Cost Allocation and Resource Sharing Methodology

RI IC agrees to fund infrastructure costs based on the proportionate share of use by RI IC staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including

Federal cost principals that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 3-15, and any other federal guidance pertaining to cost allocation and resource sharing.

V. Confidentiality of Information

To safeguard information, the Parties agree:

- Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.
- Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.

VI. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect, until renegotiated or rewritten.

VII. Modification/Termination

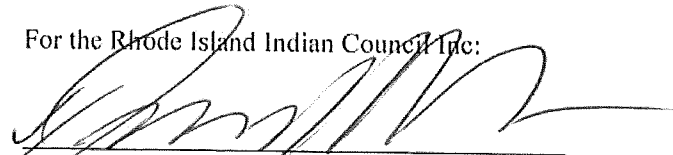
This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties. Submission of a revised MOU does not necessarily require a modification to the local plan.

Either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.



VII. Signatures

For the Rhode Island Indian Council Inc:

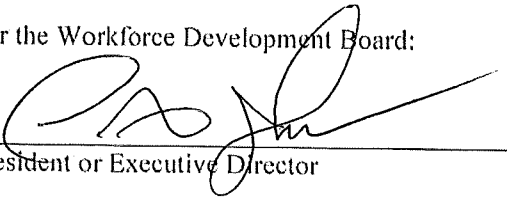


Darrell Waldron, Executive Director

9/28/16

Date

For the Workforce Development Board:



President or Executive Director

10/17/16

Date

Board Chair

Date

Chief Elected Official

Date



Addendum

WDB is in the process of negotiating terms of our local agreement. This addendum will be finalized no later than October 30, 2016.

(Handwritten initials)



Summer Youth Employment & Learning Program

2017

Program Goal: *Expose and connect youth to career pathways through paid work experience to build a talent pipeline that meets employer needs.*

Guiding Principles:

- ❖ SYELP will supply businesses with youth who are ready to perform successfully on the job
- ❖ SYELP programs will meet youth where they are, serving as a bridge to CWP's Opportunity Youth programs, postsecondary education, and employment for youth who are within two years of transitioning to postsecondary education and employment
- ❖ SYELP must operate within available resources, on a schedule aligned with funding cycles

Program Implications:

- Programs will need to be enhanced to launch youth towards a career pathway, providing the opportunity for youth to explore careers and create career goals through exposure to in-demand sectors and occupations, job shadowing, and employer partnerships
- Programs will conduct a comprehensive assessment of each youth's readiness to meet employer expectations; the readiness standard will include an acceptable school attendance rate as determined by CWP
- Programs will develop work experience options structured to provide development, support and coaching to youth assessed as not ready to meet employer expectations
- Programs will place youth who are assessed as ready to meet employer expectations into work experience assignments that require accountability and career competency
- Providers will serve fewer participants with more hours and increased staff capacity to provide longer, more intensive work experience, and to connect the experience to a career plan
- Programs will provide career development through experiential learning and career exploration
- Providers will offer youth the opportunity to practice and demonstrate career competencies acquired prior to enrollment
- Providers will prioritize rising juniors and seniors with a satisfactory attendance rate in high school
- Providers will conduct their own outreach and recruitment to fill their rosters and will make enrollment decisions based on applicant assessment

Summer Youth Employment & Learning Program 2017

- The Future Workforce Committee is recommending enhancements to the program for summer of 2017
- We have articulated the program goal, which is to: “Expose and connect youth to career pathways through paid work experience to build a talent pipeline that meets employer needs.”
- This goal aligns with CWP’s strategic plan and career pathways framework
- This is a shift from simply counting the number served (or not served) toward increasing the quality of services, the impact on the youth, and on the businesses that host the youth

Guiding principle: SYELP will supply businesses with youth who are ready to perform successfully on the job

- We will measure how well the program does this based on the employer's evaluation of participant competency and performance
- This evaluation will also be a proxy measure of the competency level of the participant
- In order to match participants with jobs that they're ready for, providers must do good assessments youth before making worksite assignments
- Providers will also need to train supervisors to view and evaluate participants as employees

Guiding Principle: SYELP programs will meet youth where they are, serving as a bridge to CWP's Opportunity Youth programs, postsecondary education, and employment for youth who are within two years of transitioning to postsecondary education and employment

- The program implementation schedule must build in time for thorough assessment
- Youth who are closest to moving from high school to the next step of their career pathway will be prioritized
- The program must provide activities that:
 - expose youth to the post-secondary education requirements for careers
 - prepare them to meet employer expectations, and
 - help them to become competitive candidates for employment opportunities
- Participants' education and employment status at the end of the program will be used to measure program efficacy – in other words, we will track whether each youth is moving ahead on a career pathway by:
 - Returning to high school in the fall, or
 - Enrolling in post-secondary education or training, or
 - Going into an unsubsidized employment, or
 - Some combination of these outcomes

Guiding Principle: SYELP must operate within available resources, on a schedule aligned with funding cycles

- This means that the program needs to pay for itself, and the timing of program activities needs to align with cash flow
- Only costs incurred on and after July 1st are covered by our funders, so most activities can't start before that date
- Assessment will take place early in July, and work experience and other program activities will start later in July and end later in August than they have in the past
- Financial capacity is critical: providers must demonstrate the ability to cover at least the first month of expenses while waiting for reimbursement
- Outside of Hartford, CWP will sub-grant SYELP funds to municipalities to the extent feasible, thereby reducing CWP's administrative and operating costs

Program Implications

Programs will need to be enhanced to launch youth towards a career pathway, providing the opportunity for youth to explore careers and create career goals through exposure to in-demand sectors and occupations, job shadowing, and employer partnerships

- Providers must develop activities focused on career exploration
- Providers must understand labor market information
- Providers must demonstrate relationships with employers that go beyond hosting youth at worksites

Programs will conduct a comprehensive assessment of each youth's readiness to meet employer expectations; the readiness standard will include an acceptable school attendance rate as determined by CWP

- CWP will work with Hartford Public Schools to establish the acceptable attendance rate based on school system data and standards
- Providers will be required create and implement a strong assessment process and identify the tools to be used

Program Implications

Programs will develop work experience options structured to provide development, support and coaching to youth assessed as not ready to meet employer expectations

- All youth must participate in work experience as their primary activity
- Providers must create work experience assignments where participants can be coached on appropriate behavior in the workplace
- Most work experience assignments for less-ready youth will be with community-based organizations where youth will work in teams coached by an experienced supervisor

Programs will place youth who are assessed as ready to meet employer expectations into work experience assignments that require accountability and career competency

- All work experience assignments will have job descriptions that clearly detail employee responsibilities
- All worksite supervisors will be oriented and trained to hold participants accountable for maintaining productivity at the worksite and for practicing the career competencies to be rated on the Employee Competency Review

Program Implications

Providers will serve fewer participants with more hours and increased staff capacity to provide longer, more intensive work experience, and to connect the experience to a career plan

- Program length will increase from 120 hours to 150 hours, per participant
- Participant wage and fringe costs will increase by 32% to cover the increased hours and higher CT minimum wage
- Based on level funding, total slots will be reduced by 24%, from 1,677 to 1,276
- Program fees will be increased to cover the staff time necessary to conduct more comprehensive assessment, to use assessment results to match each participant to the appropriate worksite, to properly orient and train worksite supervisors, and to provide career exploration activities

Programs will provide career development through experiential learning and career exploration

- Well-designed work experience and career exploration activities will be critical
- Programs will have minimal or no classroom instruction

Program Implications

Providers will offer youth the opportunity to practice and demonstrate career competencies acquired prior to enrollment

- Providers will need to implement recruitment strategies targeting youth involved in programs and activities not funded by CWP, such as sports or clubs organized by schools, community-based or faith-based organizations

Providers will prioritize rising juniors and seniors with a satisfactory attendance rate in high school

- Providers will need to obtain verified attendance records from applicants and/or schools
- Providers will need to create a methodology to prioritize among applicants

Program Implications

Providers will prioritize rising juniors and seniors with a satisfactory attendance rate in high school

- Providers will need to obtain verified attendance records from applicants and/or schools
- Providers will need to create a methodology to prioritize among applicants

Providers will conduct their own outreach and recruitment to fill their rosters and will make enrollment decisions based on applicant assessment

- Providers will be empowered to recruit and serve youth from their communities based on their knowledge and experience with the target population and their families
- Providers will be required to develop a fair and equitable assessment process, and will be accountable for enrollment decisions to applicants, parents, and the community
- CWP will need to implement policies, procedures and technology to manage duplicate applications and “program-shopping” across Hartford providers

Purpose and Duties: Serves as the WIOA Standing Youth Committee and oversees the Future Workforce Services summer and school-year programs and the development of their portion of the CWP strategic plan.

Future Workforce Committee Work Plan & Framework FY 2016-2017			
Goal	Objectives	Activities	Intended Outcomes
1. Continuous improvement of the Opportunity Youth Career Pathways model to improve employment outcomes for all underserved Opportunity Youth (OY)	<ul style="list-style-type: none"> Meet youth where they are through strategies and best practices to alleviate barriers to success in education and employment Assist participants to enroll and complete an industry specific occupational skills training Expand Career Pathway services to East Hartford, Manchester and New Britain 	<ul style="list-style-type: none"> Conduct capacity building and technical assistance with providers to better serve underserved populations Coordinate with CWP adult programs that target underserved populations Coordinate with state and local partner organizations to leverage and braid resources to serve OY 	<ul style="list-style-type: none"> 40% of WIOA youth represent a special youth population Increase the percentage of WIOA youth who earn an industry recognized credential from 67% in 15-16 (234 of 351) to 72% Increase the rate of job placement with a wage of at least \$15.00 per hour from 4% to 10% Increase the number of OY from East Hartford, Manchester and New Britain who receive WIOA youth services
2. Align Summer Youth Employment & Learning Program with Opportunity Youth and Career Pathways model and increase efficiency of program	<ul style="list-style-type: none"> Implement 2016 SYELP program that serves youth where they are and connects better prepared youth with local employers Redesign SYELP 2017 to align with Career Pathway model Procure providers for SYELP 2017 who can programmatically and financially run a SYELP program 	<ul style="list-style-type: none"> Review data on 2016 participants to measure impact of updated model Review implementation of the 2016 enhanced model with providers and CWP staff Conduct RFP process for 2017 SYELP program 	<ul style="list-style-type: none"> 85% of 2016 Tier III SYELP participants receive a score of 75 or higher on their Employee Competency Review 10% of 2017 SYELP participants are OY Increase eligible 2017 SYELP participants who enroll in an OY program from 12% to 20%
3. Align youth programming with CWP sector strategies through employer partnerships and discretionary grants to expand employer engagement and enhance Career Pathways model	<ul style="list-style-type: none"> Youth Employer Engagement Specialist (YEES) will coordinate employer outreach with sector strategies CWP Special Programs will incorporate Career Pathways model for all discretionary grants 	<ul style="list-style-type: none"> Align ETO policies and procedures across CWP programs Inform the grant application process with CWP Special Programs to have a focus on Opportunity Youth 	<ul style="list-style-type: none"> 5% of CWP special program participants are OY age 18-24 Increase % of employers receiving services across youth and adult programs (<i>baseline data analysis in process</i>)
4. Strengthen the connection between Opportunity Youth and Career Pathways programs with the American Job Center (AJC)	<ul style="list-style-type: none"> Transform the role of the AJC Youth Liaison Integrate YEES with Business Services Team Youth utilize AJC resources Pilot colocation of New Britain providers into their local AJC 	<ul style="list-style-type: none"> Provide training to AJC staff on Career Pathways model Transition WIOA Youth services to New Britain AJC Train and provide technical assistance to WIOA Youth providers on CTHires 	<ul style="list-style-type: none"> Increase in percentage of OY participants referred by AJC Increase use of New Britain online learning center and resource center by OY participants (<i>baseline data analysis in process for both metrics</i>)

Purpose and Duties: The Finance & Audit Committee oversees the annual budget development and recommendation to the board; ensures accurate tracking, monitoring and accountability for funds; ensures adequate financial control and integrity of fund expenditures; engages and oversees the annual financial audit; reviews/approves Human Resources and IT Policies and procedures as well the organizations leases.

Finance & Audit Committee Work Plan & Framework 2016-2017			
Goal	Objectives	Activities	Intended Outcomes
1. FY17 Revenue and Operating Budget Adopted by the BOD and Consortium	To develop and propose annual revenue budget and operating and IT/Facilities and expenditure budgets.	<ul style="list-style-type: none"> Review known and approved funding sources. Review operating, IT and facilities budget in detail Approved and propose budget to Board of Directors and Consortium through the Business Plan 	<ul style="list-style-type: none"> Revenue and Operating Budget approved and adopted by Board of Directors and Consortium of Elected Officials
2. Quarterly Financial Reports approved by BOD and Consortium	To monitor and review revenue and expenditures to approved budgets.	<ul style="list-style-type: none"> Review and approve quarterly financial reports: revenue by source, expenditure reports, financial statements and financial dashboard Analyze variances to budget Propose revenue and operating budget modifications as necessary to the BOD 	<ul style="list-style-type: none"> Ensure the fiscal integrity of CWP Quarterly financial reports are approved by the Board of Directors and reported to the Consortium
3. FY17 Audited Financial Statements that conform to GAAP and Government Auditing Standards	To engage auditors on an annual basis for financial audit and filing of form 990	<ul style="list-style-type: none"> Appoint auditors in May or RFP Engage a firm to conduct annual audit filing of form 990. Develop timeline as to when audit will begin and when audited statements will be prepared and 990 filed. Review and approve financial statements and any audit findings. Propose audited financials and 990 to Board of Directors and Consortium 	<ul style="list-style-type: none"> Audited financial statements that conform to GAAP and Government Auditing Standards. Form 990 represents CWP policies and mission and is filed in a timely manner.
4. Design, implement a Corporate Compliance Program	To ensure financial and program operations are operating in compliance with State and Federal Regulations and within the scope of the funding Contract	<ul style="list-style-type: none"> Develop and approve a policy statement Develop and implement a compliance program 	<ul style="list-style-type: none"> CWP is a committed organization wide to high quality service delivery while operating in full compliance with all statues, regulations and contractual obligations

Purpose and Duties: The Finance & Audit Committee oversees the annual budget development and recommendation to the board; ensures accurate tracking, monitoring and accountability for funds; ensures adequate financial control and integrity of fund expenditures; engages and oversees the annual financial audit; reviews/approves Human Resources and IT Policies and procedures as well the organizations leases.

<p>5. FY17 Unrestricted Funds revenue and expenditures are in compliance with policy</p>	<p>To ensure that Unrestricted funds revenue and expenditures are in compliance with CWP policy.</p>	<ul style="list-style-type: none"> • Review all unrestricted funds revenue and expenditures on an annual basis • Update unrestricted fund policy as needed • Ensure compliance with policy 	<ul style="list-style-type: none"> • FY17 Unrestricted Funds revenue and expenditures are in compliance with CWP policy
<p>6. Fiscal Policies, SOP's, Disaster Recovery Plan, ICR and Cost Allocation Plan are current; In compliance with TOA regarding approval of leases.</p>	<p>To oversee fiscal policies and standard operating procedures of the organization</p>	<ul style="list-style-type: none"> • Review and approve any updated Fiscal Policies, ICR, Disaster Recovery Plan, Operating Leases, Cost Allocation Plan and SOPs • Review and approve an updated sub recipient monitoring policy and procedure 	<ul style="list-style-type: none"> • Updated Fiscal Policies, SOP's, Cost Allocation Plan and ICR that are in compliance with Federal and State rules and regulations • Updated CAP (Cost Allocation Plan)
<p>7. Employee Handbook current and in compliance with Federal & State laws; Updated Current Compensation Plan</p>	<p>To oversee Human Resources policies and procedures specifically related to the Employee Handbook and Compensation Plans</p>	<ul style="list-style-type: none"> • Review and approve Employee Handbook for changes and new policies • Review Compensation Plans to ensure it is current and consistently administered 	<ul style="list-style-type: none"> • CWP is current with HR compliance rules and maintains a competitive edge in the marketplace with hiring/retention and staff development.

Purpose and Duties: To operate as a standing committee upon the advice, consent and direction from the Board of Directors. Such purposes may range from providing advice to the CEO or Chairperson, to acting fully on behalf of the Board of Directors. When so empowered, it may be vested with authority from the Board, up to and including, to exercise all powers and duties ascribed to the Board of Directors pursuant to the bylaws:

Executive Committee Work Plan & Framework FY 2016 – 2017			
Goals	Objectives	Actions	Intended Outcomes
1. Implement Strategic Plan	<ul style="list-style-type: none"> Monitor and report on implementation of Strategic Plan 	<ul style="list-style-type: none"> Committee will receive and review dashboard reports on Adult, Youth, Sector and Employer Performance Goals Receive management’s recommendations on areas where performance improvements are necessary Present dashboard reports to the Board for adoption Initiate Plan’s development process for 17-18 Receive and recommend to the Board strategic initiatives that support the strategic plan 	<p>Meet or Exceed Performance on WIOA, JFES and Program Performance Goals</p> <p>Meet the agreed upon measures for our strategic plan priorities</p> <p>Gain permanent WIOA Local Destination</p> <p>First draft of dashboard at December meeting</p>
2. Implement the Plan for Flexible Fund Generation	<ul style="list-style-type: none"> Develop and Implement Plan 	<ul style="list-style-type: none"> Receive management’s recommendations of activities that will generate flexible funds Finalize Plan with committee and Board input 	Implement actions that will produce flexible funds for CWP by June 30 th
3. Develop Organizational Assessment and Succession Plan	<ul style="list-style-type: none"> Develop Plan which will detail updated organizational structure, talent needs, and succession plan 	<ul style="list-style-type: none"> Engage consultant to facilitate and develop a report that includes the following: <ul style="list-style-type: none"> Assessment of organization’s skill/talent needs Assess current skills and capabilities Assess Organizational Structure Includes recommendations based on the above assessments. Engage consultant support to develop a leadership development and succession plan 	<p>Consultant(s) identified and engaged January/February.</p> <p>Report(s) finalized no later than 3/31/17</p>
4. Fully Engage Board of Directors	<ul style="list-style-type: none"> Effectively engage Board Meetings to ensure Board member understanding of mission and core work 	<ul style="list-style-type: none"> Organize the Board Meetings, and approve the content and agenda for each Board Meeting Incorporate “Mission Moments” around CWP’s programs Easy web access of Board meeting materials 	Effective Board Meetings and Board Member Engagement
5. Fully engage relationships with Chief Elected Officials	<ul style="list-style-type: none"> Increase the understanding and engagement of chief elected officials with the mission and work of CWP 	<ul style="list-style-type: none"> Schedule Consortium/Board Networking event Update town profiles Schedule meeting with at least 50% of the 37 CEOs – with Board members. Consortium Chair to attend top 5 	Municipalities in region are aware of all benefits/resources CWP has to offer

Purpose and Duties: To operate as a standing committee upon the advice, consent and direction from the Board of Directors. Such purposes may range from providing advice to the CEO or Chairperson, to acting fully on behalf of the Board of Directors. When so empowered, it may be vested with authority from the Board, up to and including, to exercise all powers and duties ascribed to the Board of Directors pursuant to the bylaws:

<p>6. Marketing and Communication Plan</p>	<ul style="list-style-type: none"> • Board agreement on the Marketing and Communication Plan and Budget 	<ul style="list-style-type: none"> • Receive and vet management’s recommendation(s) for our: <ul style="list-style-type: none"> ○ Core message ○ Social media and website communication strategy ○ Promotional materials ○ Strategy to engage the Board and Chief Elected Officials as ambassadors 	<p>Plan in place. CWP recognized as key resource for employers and community in our region</p>
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Purpose and Duties: It is the responsibility of the Governance Committee to ensure that the board members are doing their work in the most effective and efficient way possible

Governance Committee Work Plan & Framework FY 2016 – 2017			
Goals	Objectives	Actions	Intended Outcomes
1. Board Leadership Development and Succession Plan	<ul style="list-style-type: none"> Develop and implement a plan to build Board member engagement. 	<ul style="list-style-type: none"> Identify Board member development needs Identify Board members interested in becoming committee chairs and elected leaders Finalize the member development plan 	<ul style="list-style-type: none"> Plan implemented for FY18
2. Establish Board Diversity Targets	<ul style="list-style-type: none"> Create a Board Diversity Plan with targets for achieving age, race, and gender. 	<ul style="list-style-type: none"> Assess current Board composition Review funder diversity expectations and requirements Determine the Board’s diversity expectations Build a plan to support the achievement of diversity targets as member positions become vacant 	<ul style="list-style-type: none"> Ensure that the Board meets its WIOA and diversity compliance for FY18
3. Improve Board member recruitment and onboarding process	<ul style="list-style-type: none"> Strengthen the Board process for identifying, vetting and orienting new Board members. 	<ul style="list-style-type: none"> Establish an ongoing process to receive nominations from businesses, elected officials and other key stakeholders of potential members. Ensure members have the proper tools and resources to understand WIOA. Continually update and improve the Board member handbook. 	<ul style="list-style-type: none"> Create a handbook that defines process and procedure for new Board member recruitment and engagement.

Purpose and Duties: Oversight of the long-and short-term development of the American Job Center One-Stop Services System in North Central Connecticut. Oversees the One-Stop Operating Consortium and ensures that all CWP programs are aligned and connected through the American Job Centers.

One Stop Services Committee Work Plan & Framework FY 2016 – 2017			
Goals	Objectives	Activities	Intended Outcomes
1. Continuous improvement of North Central One-Stop system: Service Delivery Model for 2016 - 2017	<ul style="list-style-type: none"> Maintain WIOA and JFES performance Review and update guiding principles Re-establish One-Stop Consortium 	<ul style="list-style-type: none"> Create One-Stop Consortium Agreement among Core Partners Convene Consortium Collect stakeholder input to validate/update guiding principles 	<ul style="list-style-type: none"> WIOA and JFES performance goals met at/above historic rates Guiding Principles validated/updated 2018-19 draft by 7/1/17 One-Stop Consortium Agreement in place, regular meetings underway by 1/1/17
2. Continuous improvement of One-Stop System: Facilities and Locations	<ul style="list-style-type: none"> Complete move to new space in New Britain Co-locate opportunity youth services in New Britain AJC Identify Hartford location before lease expires 8/31/17 	<ul style="list-style-type: none"> Reconfigure NB space Organize and execute NB move Join CTDOL in Hartford procurement process Negotiate cost sharing agreement with CTDOL 	<ul style="list-style-type: none"> New Britain AJC relocated to 260 Lafayette Street WIOA Youth and YouthBuild services delivered at New Britain AJC Hartford location selected, cost sharing agreement with CTDOL drafted
3. Improve employment outcomes, with an emphasis on underserved populations	<ul style="list-style-type: none"> Develop/enhance strategies to serve: <ul style="list-style-type: none"> ex-offenders low literate/low income individuals w/disabilities out of school youth Improve access to post-secondary credentials 	<ul style="list-style-type: none"> Expand the use of ETO to track AJC services and outcomes Continue capacity building through DEI, and expand to out of school youth programs Align AJC, Free to Succeed, BEST Chance for ex-offenders Increase use online training for credential attainment 	<ul style="list-style-type: none"> WIOA Adult enrollment rates: <ul style="list-style-type: none"> 12% individuals with disabilities, up from 10%; 17% ex-offenders, up from 15%; 10% JFES co-enrolled, up from 7% 12% of WIOA enrollees earn post-secondary credential (up from 9%) 20% of WIOA enrollees earn a stackable credential 20% of WIOA enrollees who exit with full-time employment earn \$23/hour or more
4. Align and integrate sector strategies into One-Stop system through partnerships and discretionary grants	<ul style="list-style-type: none"> Committee assumes oversight of sector initiatives Employer engagement strategies aligned across AJC, sector initiatives, and opportunity youth programs 	<ul style="list-style-type: none"> Create 2-way customer flow between AJC and sector initiatives Assign AJC teams to specialize in advanced manufacturing and healthcare Reorganize business services team to align with sectors Create data collection mechanism to track customers across programs 	<ul style="list-style-type: none"> 30% of sector initiative participants co-enrolled in AJC programs 60% of businesses served through AJC aware of other CWP business services 50% of sector partnership member businesses use AJC business services