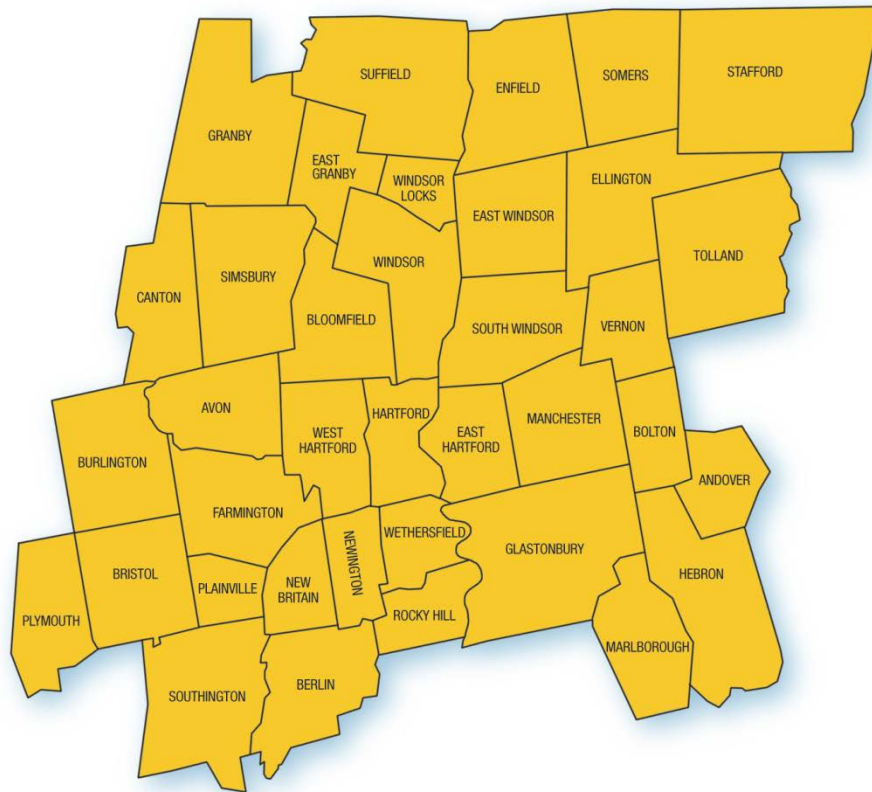




Capital Workforce Partners Workforce Innovation and Opportunity Act (WIOA) Plan

Serving 37 Towns and Cities in North Central Connecticut



July 1, 2016 - June 30, 2020

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Capital Workforce Partners WIOA Plan

Overview

The WIOA Plan document has been completed in alignment with the requirements as outlined by the Connecticut Department of Labor state guidelines. This plan lays out the operating framework from which Capital Workforce Partners will implement its strategies. There are six key sections of the WIOA plan comprise:

- Organizational Structure
- Environmental Scan
- Local Workforce Development Board Vision, Goals and Strategies
- Coordination of Services
- Local One-Stop System
- Description of Program Services

I Organizational Structure

A. Chief Elected Official(s) (CEOs)

1. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.
See Attachment I – Chief Elected Officials
2. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the CEO.
See Attachment II – Intergovernmental Consortium Agreement
3. If applicable, attach a copy of the agreement executed between the CEO (s) and the LWDB.
See Attachment III – MOU between Chief Elected Officials and Capital Workforce Partners
4. Describe the following:
 - i. The nomination process used by the CEO to elect the local board chair and members
The Consortium shall solicit nominations and make appointments of members to the Corporation's Board of Directors in accordance with federal and state statutory criteria, the Intergovernmental Consortium Agreement and the Memorandum of Understanding between the Consortium and the Corporation.

The Governance Committee of the Board of Directors shall, along with general purpose business organizations located in the local workforce investment area, forward the names of prospective board members for nomination and appointment to the Board of Directors by the Consortium.
 - ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;
Members of the Board of Directors have previously been elected to one, two and three year terms in order to stagger the terms of Directors. At each subsequent annual meeting, members of the Board of Directors who have been previously appointed by the Consortium shall commence to serve a three year term, and can be re- appointed for multiple terms thereafter with no term limits. Directors shall continue in office until such time as their respective successors have been duly appointed.

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;
A director may resign at any time by giving written notice to CWP. The resignation shall take effect at the time specified in the notice, and, unless otherwise specified in the notice, acceptance of the resignation shall not be necessary to make it effective. Any vacancy occurring in the Board of Director's membership before the expiration of a Director's term, including a vacancy resulting from an increase in the number of directorships, shall be filled in the same manner as the original appointment to membership on the Corporation's Board of Directors. Any Director so appointed shall serve for the remainder of the unexpired term. At the expiration of the unexpired term, if duly appointed by the Consortium to the Board of Directors, the Director may be appointed to serve a three-year term regardless of the unexpired term which the newly-elected director filled.
- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;
In the event that a Director is unable to attend or participate in a meeting of the Board of Directors, such Director may temporarily appoint another person who holds a leadership and/or decision making position in the entity which the Director represents to attend such meeting. Such designee shall not be counted for the purpose of determining the presence of a quorum at the meeting and shall not be entitled to vote but may otherwise participate in the meeting.
- v. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;
 - Multiple medium are used to promote interaction and board member participation. These are identified below, and are implemented as needed:
 - Face-to-face meetings
 - Board and Committee materials e-mailed to members in accordance with the by-laws.
 - A website link is sent to Board members which houses the Board meeting materials.
 - Conference calls are used in addition to face-to-face meetings.
 - Digital device use, e.g., ipads, phones, to follow meeting.
- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,
The goal of all Board of Directors members is to encourage the firms and organizations they represent to make meaningful contributions to the mission and goals of the Corporation. Contributions include, but not be limited to, labor, financial or physical resources, advisory or technical assistance and other related in-kind assistance as deemed appropriate and necessary. It is also the goal of all Board members to promote the benefits of diversity in the workplace in all aspects of their active participation as a member of the Board of Directors.
- vii. Any other conditions governing appointments or membership on the local board.
All conditions are described above.

5. Provide a description of how the CEO was involved in the development, review and approval of the plan. The Consortium of Elected Officials have been involved in multiple accretive steps in the development of the plan. Members have attended a WIOA Act presentation by Rochelle Daniels, plan discussion in conjunction with the Board, approved the draft of the strategic and WIOA plan prior to its posting for public comment.

B. Local Workforce Development Board (LWDB)

1. Provide a matrix identifying LWDB members including the category each member represents.
See Attachment IV – Board of Directors
2. Provide a description of how the LWDB was involved in the development, review, and approval of the plan. CWP’s Board of Directors played a significant and critical role in the development, review, and approval of the plan. In order to gain a context and provide meaningful feedback, CWP committed to the following activities to gain Board of Directors input:

Activity	Date
Overview of WIOA legislation and guidelines	November 13, 2015
Economic and environmental overview	December 8, 2015
Plan framework and initial identification of goals and strategies	January 14, 2016
Goals and strategies discussion	February 18, 2016
Collaborative organizations’ stakeholder meeting	February 19, 2016
Continued goals and strategies discussion	March 22, 2016
Review and approve plan	April 28, 2016
30 day public comment period	April 29, 2016
Submit plan to CT Department of Labor	June 1, 2016

3. Provide an organizational chart for the LWDB and administrative support.
See Attachment V – Capital Workforce Partners Organization Chart

C. Local Administrative Entity and Grant Sub Recipient

1. Identify the administrative entity.
The administrative entity is Capital Workforce Partners, Inc.
2. Identify the entity selected to receive and disburse grant funds (local fiscal agent).
The local fiscal agent is Capital Workforce Partners, Inc.

D. One-Stop System

1. Provide a description of the local one-stop system, including the number, type and location of full-service and other service delivery points.
The local One-Stop Career Centers are designed to provide a full range of assistance to job seekers and employers. The centers offer training referrals, career counseling, job listings, and other employment-related services. Customers can visit a center in person or connect to the center's information through remote access via computer or phone.

There are four One-Stop Centers in the North Central region, with an additional satellite site at the Hartford Public Library. The locations are:

Hartford: 3580 Main Street, Hartford, CT 06120

Comprehensive Center: full co-location with CT DOL, immediate on-site access to DOL programs including Wagner-Peyser, Veterans, Trade Act, and Unemployment Insurance assistance. Scheduled access to vocational rehabilitation services through Integrated Resource Team and referral process. WIOA Title I services offered through scheduled staff hours at Hartford Adult Education Center.

Manchester: 893 Main Street, Manchester, CT 06040

Affiliate Center: remote and/or scheduled on-site access to DOL programs through part-time CT DOL staff support; co-located with local Adult Education.

Enfield: 786 Enfield Street, Enfield, CT 06082

Affiliate Center: remote and/or scheduled on-site access to DOL programs through part-time CT DOL staff support; co-located with Department of Rehabilitation Services.

New Britain: 270 Lafayette Street, New Britain, CT 06053

Affiliate Center: remote and/or scheduled on-site access to DOL programs through part-time CT DOL staff support; co-located with YouthBuild, WIOA Youth programs.

Hartford Downtown Satellite: *CTWorks@HPL* Hartford Public Library, 500 Main Street, Hartford, CT 06103

Satellite: Self-directed and online services, extended hours (evenings and weekends), on-site access to WIOA Adult and Dislocated Worker career services. Co-located with local Adult Education programs.

Identify the process to select the one-stop operator.

CWP implemented a One-Stop Consortium model under WIA, and has requested technical assistance from US DOL on the required competitive process to procure a consortium under WIOA. The Board's One-Stop Services Committee establishes the service delivery model and procures contractors to deliver services at all One-Stop locations. A competitive Request for Proposal process is used to select the contractors to deliver services in accordance with CWP's service delivery model.

2. Identify the entity or entities selected to operate the local one-stop center(s).
KRA Corporation (KRA) and Career Team were selected as the contractors to delivery services in the local One-Stop centers, with oversight by the CWP One-Stop Services Committee.
3. Identify the entity or entities selected to provide career services within the local one-stop system.
Both KRA and Career Team provide career services within the local One-Stop system. KRA services include assessment, career planning and counseling, case management, and facilitation of the Individual Training Account scholarship process. Career Team services include facilitation of online job search and skill training, job placement and job development, and business services.

KRA Corporation (KRA) is a national provider of workforce services with locations in six states and the District of Columbia. It has been in business since 1981, assisting thousands of customers, providing them with supportive services, occupational and life skills training, and placing them into gainful employment. KRA invests its funding resources to develop a pipeline of qualified job candidates that meets the business needs of the regions it serves.

Career Team is a Connecticut-based workforce development company in operation since 1996. They currently operate in urban communities that include Washington D.C., Philadelphia, and Baltimore, providing both staffing and technology solutions.

4. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.
All career services are contracted out to KRA and Career Team.

II. Environmental Scan¹²

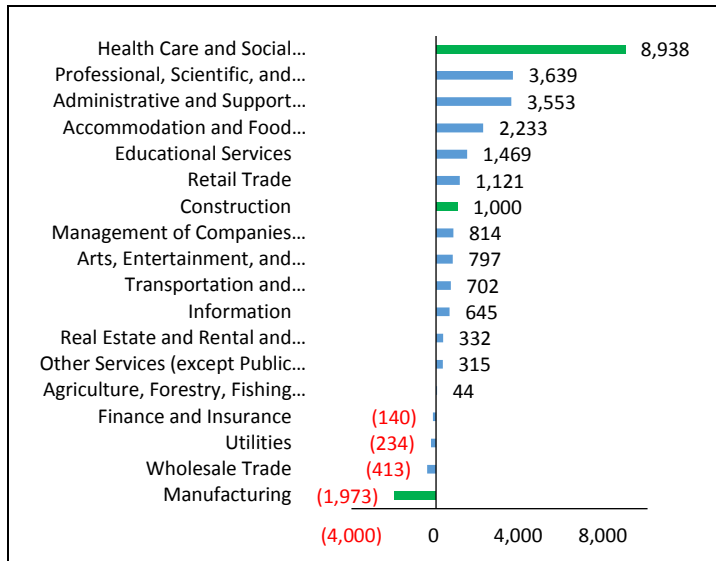
1. Provide an analysis of the local area’s economic conditions, including information on existing and emerging in-demand industry sectors and occupations.
 2. Provide an analysis of the employment needs of employers in those industry sectors and occupations.
- CWP has focused on several critical industry sectors to provide employment and training services to assure that businesses in the region get quality workers with the career and occupational competencies employers need. It works closely with employers to identify areas of job growth opportunities, skills needed for those jobs, and related training support programs. It uses this knowledge, along with labor market information and local employment to define its targeted sector approach, which is focused on healthcare, advanced manufacturing and construction/energy. It is also developing a targeted focus on IT occupations, and collaborates with the state on a regional focus for its apprenticeship program.

In-Demand Industry Sectors and Occupations Overview – Hartford County

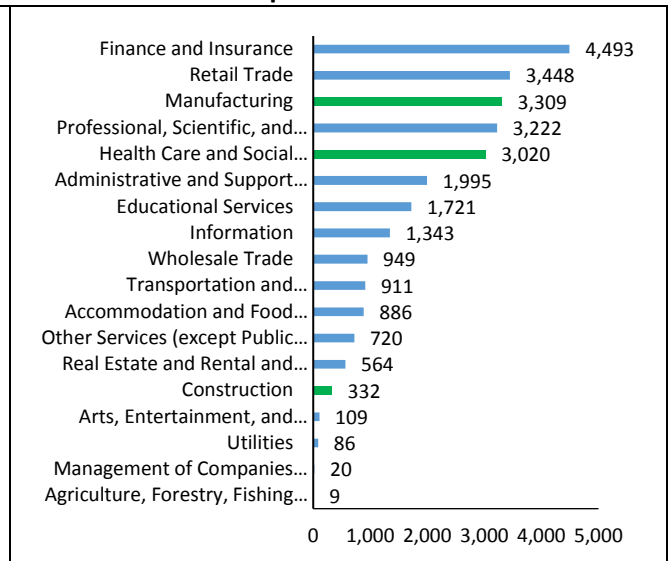
Industry

The tables below show the projected jobs growth by industry from 2014-19 according to Economic Modeling Specialists, Intl. (emsi), and the online posting from September to December 2015 according to Wanted Analytics. Focusing on CWP’s targeted areas, Healthcare has, and is projected to continue to be, the strongest growing industry sector and will be CWP’s primary sector of focus. Although Manufacturing is projected to decline, it is a major economic driver in the region, employing over 50,000 people. Construction, which suffered large declines during the recession, has rebounded over the past several years and is expected to continue its upward trajectory.

**Projected Jobs Growth by Industry
2014-19**



**Online Postings by Industry
Sept – Dec 2015**



Denotes Capital Workforce Partners-focused industries

Healthcare Industry

The Healthcare sector is projected to be the fastest growing of all the sectors.

The Healthcare sector has experienced consistent growth over the past several years, and according to emsi, strong job growth is expected to continue from 2014-19. In addition, the healthcare sector accounts for 17 percent of all sector jobs (excluding government).

¹ Note that Hartford Labor Market Area, North Central WIOA Region, and Hartford County data are used depending on data availability.

² Sources include: Economic Modeling Specialists International (emsi), Wanted Analytics, US Census Bureau, Bureau of Labor Statistics, CT Department of Labor

There are several contributing factors to the growth, including an aging population, advances in technology, and the introduction of the Affordable Care Act (ACA). As life expectancy grows, there are many individuals who are in need of continual medical care and oversight, contributing to the growing use of geriatric centers, nursing homes and elderly health facilities. Industry growth will also occur as a result of the shift from inpatient to less expensive outpatient and home health care because of improvements in diagnostic tests and surgical procedures.

Healthcare is expanding in and outside of the inpatient hospital center; medical assistants, personal assistants, and other medical staff roles continue to grow. Although online postings for *Registered Nurses* has remained relatively steady over the past year, they are still the highest in demand healthcare occupation by this measure (653). *Personal Care Aides* are projected to have the highest projected jobs growth from 2014-19 at 893, followed by *Registered Nurses* at 659.

Manufacturing Industry

Manufacturing employment has seen declines as a result of productivity improvements and the force of global competition. However, it continues to be a key economic driver in the region, and has a location quotient of 1.18. These external drivers are pushing manufacturers to specialize in activities requiring more skill, in occupations such as Machinists, Inspectors, and Welders. In addition, of all the sectors, Manufacturing is the oldest at 32 percent of its workers being aged 55 and older.

Manufacturing is experiencing an aging workforce while also requiring greater skills from its workers.

Construction Industry

From February 2015 to February 2016, 400 construction jobs have been added; this accounts for 40% of all new construction jobs in Connecticut.

Nationally, demand for construction is well-balanced among residential, private nonresidential and public segments, and the industry is adding workers at a steady pace. In Hartford County, Construction continues to make a rebound from the recession, and is expected to grow by 4.6 percent from 2014-19. Although construction positions are not generally filled in the same manner as other sectors, occupations within this sector that are expected to show the strongest growth from 2014-19 include *Electricians, Plumbers, Laborers, and Carpenters*. In addition, at 88 percent, this sector is predominantly male.

Occupations

The charts below show the projected jobs growth by occupation from 2014-19 according to emsi, and the online postings from September to December 2015 according to Wanted Analytics. Four of the top growth occupations continue to be in the healthcare/personal care fields; this is consistent with the growth in the Healthcare industry. Ten (50%) of the top 20 occupations by growth are related to the medical industry, further supporting the strong healthcare sector growth.

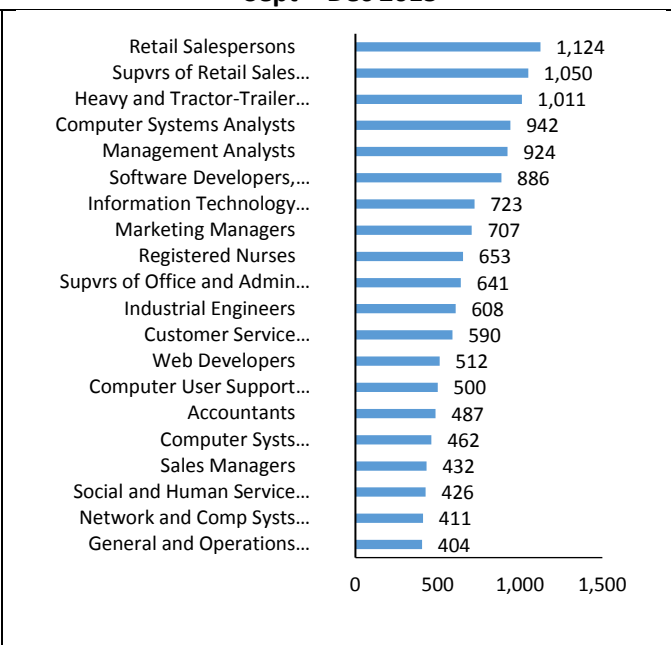
Registered Nurses continues to show itself towards the top of the list of middle skill jobs in both growth and online postings; however, most organizations require a Bachelor's Degree for nursing positions. Annual openings in this field is also ranked one of the highest at 346. Annual openings from 2014-19 continue to be highest for Retail Salespersons at 663, and show the highest number of online postings at 1,124; however, this occupation tends to be lower paid with a limited career path. Computer occupations now occupy seven of the top 20 online postings (up from six); in addition, this occupation group represents three of the top 20 highest projected growth occupations.

**Top 20 Projected Jobs Growth by Occupation
2014-19**



Healthcare and related occupations represent four of the top 20 growth occupations.

**Top 20 Occupations by Online Postings
Sept – Dec 2015**



Seven of the top 20 occupations based on online postings are computer related.

- Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Education and Training Requirements

A significant and growing number of Connecticut jobs require post-secondary education as an entry-level criterion. Two of every three new jobs (66%) created by 2018 will require at least some post-secondary education (The Basic Economic Security Tables for Connecticut, Wider Opportunities for Women, 2012). Jobs with high wages, health benefits and advancement opportunity will be out of reach for workers lacking requisite reading, math and English proficiency needed at that postsecondary level.

The Bureau of Labor Statistics (BLS) assigns each occupation a minimum education requirement, based on the minimum education needed to enter the occupation. Particular jobs may have different requirements, but in most cases these will be at or above the minimum requirement for the occupation. Some occupations require related work experience. Additional on-the-job training, apprenticeship or internship may be required to become proficient in the occupation.

The projections show significant jobs growth anticipated in 2014-2019 in many occupations that require a college degree, professional degree or advanced degree, particularly in Health Care, Education, Finance, and Information Technology, in addition to the need to replace many of these workers who will retire over the next decade.

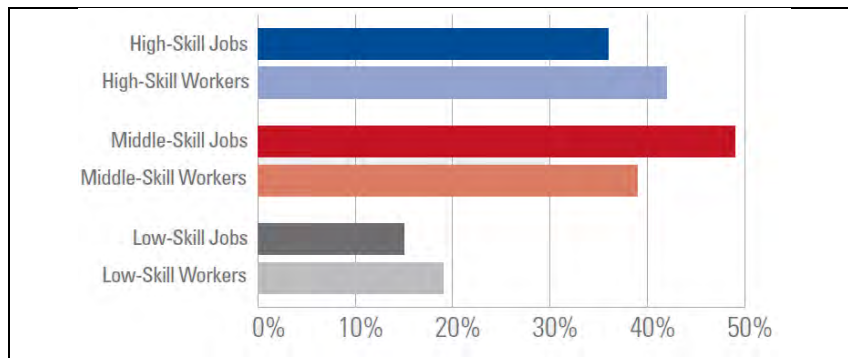
Middle-Skill Jobs

Middle Skill jobs are those which require training beyond high school, but not necessarily a four year degree.

Not all jobs requiring postsecondary education require a four-year degree. Middle skill jobs can include an associate’s degree, occupational certification, or an apprenticeship. Some middle-skill openings are newly created due to job growth; others are due to retirements or workers changing jobs in the normal course of their careers. But, like all middle-skill jobs, they are defined by the requirement of a two-year degree or equivalent training as the minimum qualification for employability.

Middle-skill jobs, which require education beyond high school but not a four-year degree, make up the largest part of America’s and Connecticut’s labor markets. Key industries in Connecticut are unable to find enough sufficiently trained workers to fill these jobs. The chart below highlights the fact that middle-skill jobs account for 49 percent of Connecticut’s labor market, but only 39 percent of the state’s workers are trained to the middle-skill level.

**Jobs and Workers by Skills Level
Connecticut - 2012**

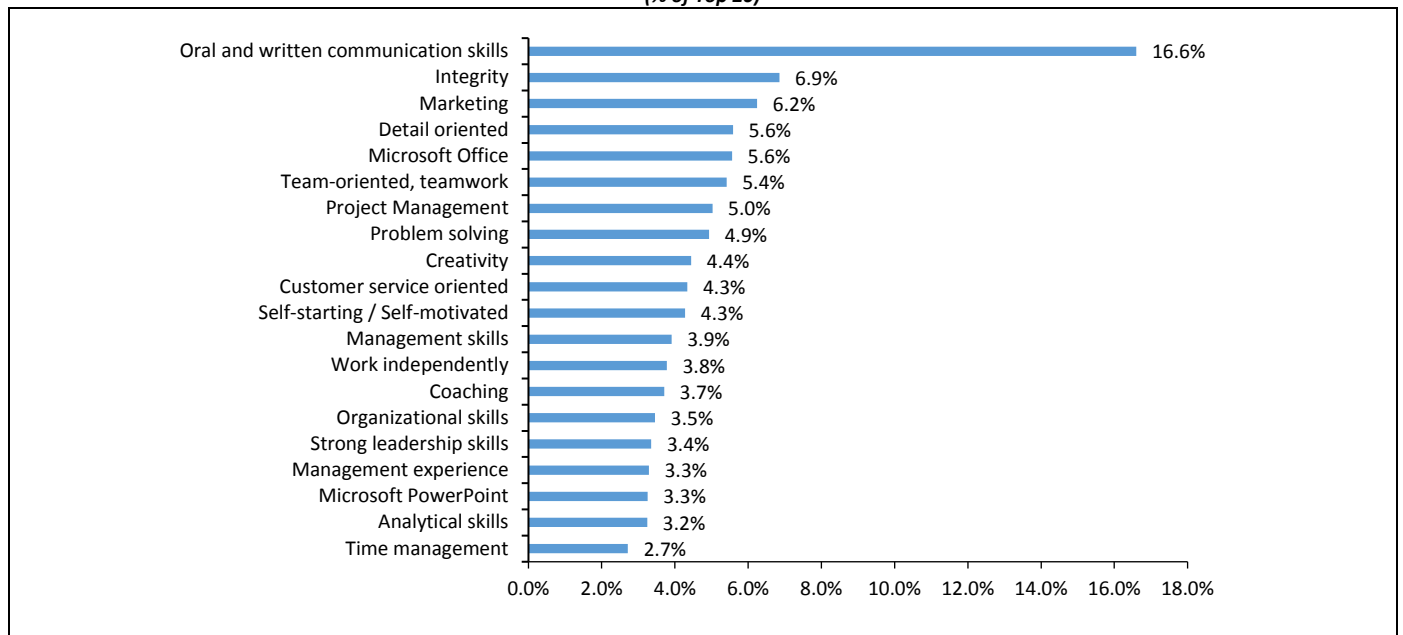


Source: National Skills Coalition

Employer Skills Demand

The chart below identifies the skills most in demand according to jobs advertised in Hartford County in the fourth quarter of 2015. Of the top 20 skills, Oral and Written Communication Skills have consistently been at the top of the list in terms of hard and soft skills. Hard skills are largely focused on computer-related skills.

**Hard and Soft Skills in Demand
(% of Top 20)**



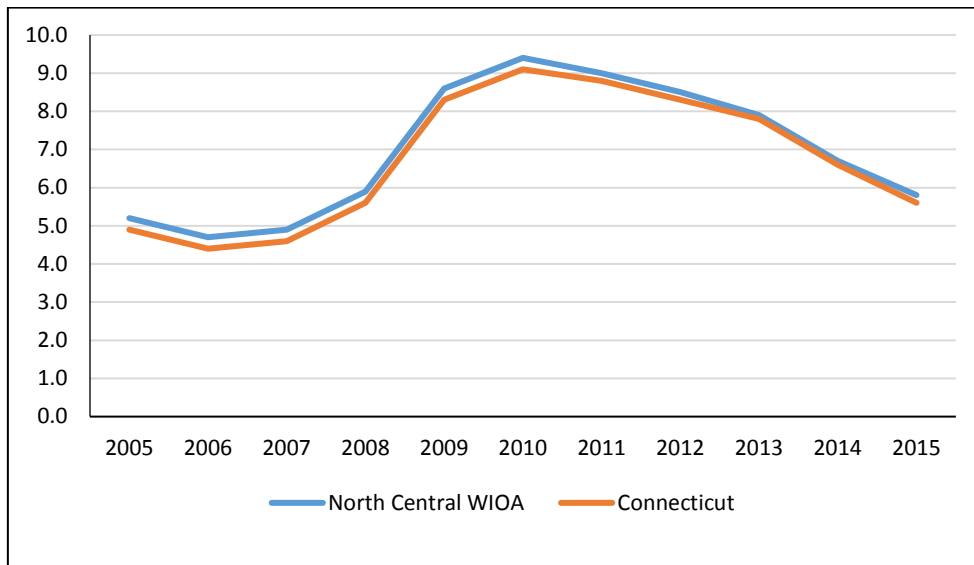
Source: Wanted Analytics

Economic Environment

Connecticut is in the final stages of economic recovery from the recession of 2008 – 2010. The pace of employment growth had been moderate and steady since 2010, but has slowed somewhat in recent months. The state added 91,200 jobs from February 2010 to February 2016. The job recovery rate – the percentage of jobs gained back from the lowest point during the recession – was 76.8% as of February 2016. This is lagging far behind the national recovery rate of 159.6%. The Hartford Labor Market Area (LMA) has fared somewhat better than the state with a recovery rate of 96.7%.

The graph below shows the annual average unemployment rate (not seasonally adjusted) for Connecticut and the North Central WIOA region. At the peak of the recession, the unemployment rate peaked at 9.4% for the North Central WIOA region, and 9.1% for the state of Connecticut. The unemployment rates has gradually fallen since then to 5.8% for the North Central WIOA region and 5.6% for Connecticut, but are not yet at the pre-recession level of 4.7% and 4.4%, respectively.

Unemployment Rate - Annual Average
(not seasonally adjusted)
2005-2015



Source: CT Department of Labor

4. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Regional Labor Force

The North Central WIOA Region’s labor force was 535,437 as of 2015. At 28.4%, the North Central WIOA region accounts for almost 30% percent of the state’s workforce, and also accounts for almost 30% of its unemployed individuals.

Labor Force Dynamics

December, 2015 - (annual average)

	North Central WIOA Region	Connecticut	NC WIOA Region as a Percentage of CT
Labor Force	535,437	1,888,001	28.4%
Number Employed	504,607	1,781,517	28.3%
Number Unemployed	30,830	106,484	29.0%
Unemployment Rate	5.8%	5.6%	NA

Source: CT Department of Labor

Workforce Demographics

Population

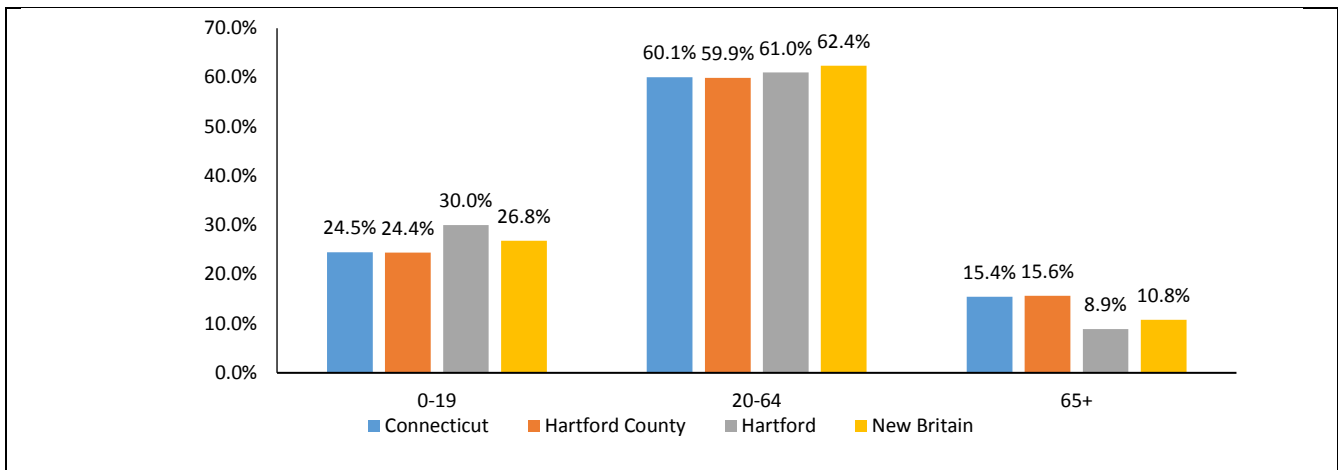
Hartford County's total population as of July 2015 was 895,841. This represents 25% of Connecticut's total population of 3,590,886. At 4.5%, the population growth for Hartford County is almost a full percentage point lower than Connecticut's population growth of 5.4%.

	2000	2010	July 2015	Change 2000-15
Connecticut	3,405,565	3,574,097	3,590,886	5.4%
Hartford County	857,183	894,014	895,841	4.5%

Source: US Census Bureau

Age Distribution – 2014

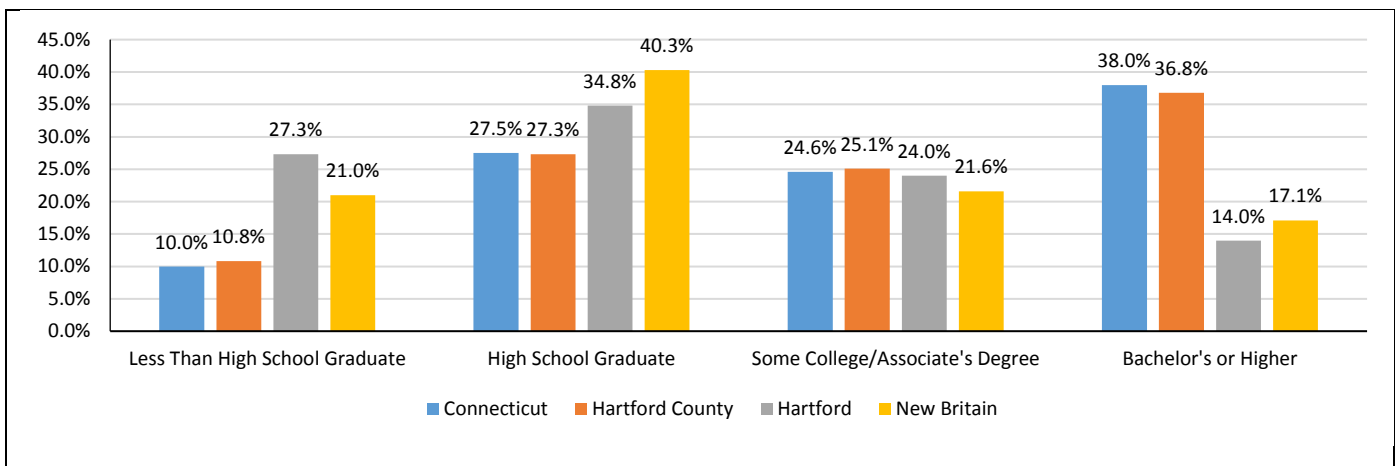
Hartford County's larger cities have a higher percentage of youth and a lower percentage of individuals aged 65+ when compared to Hartford County and the state. At 30.1, Hartford's median age is 10.1 years younger than Connecticut's, and is aging more slowly than the state.



Source: US Census Bureau

Educational Attainment – 2014 (aged 25+)

Hartford County is in line with the state in terms of educational attainment; however, some of its larger cities are showing a larger percentage of individuals with less than a high school diploma, and, on the other end of the spectrum, fewer individuals with a Bachelor's degree or higher.



Source: US Census Bureau

Targeted Population Groups (see Attachment VI for detailed tables)

Individuals with Disabilities

In Hartford County, almost three times (21.8%) as many individuals with a disability do not have a high school diploma compared to those without (8.2%); there are half as many individuals who have a Bachelor’s degree (20.2%) than those without (40.7%). The unemployment rate for those with a disability is approximately double that of those without a disability. Over 50% (more than 47,000) of individuals with a disability have a cognitive, self-care or independent living disability.

Source: US Census Bureau

Ex-Offenders (based on released inmates 1/1/13 to 12/13/14 in the North Central Region)

The total number of inmates released during 1/1/13 and 12/13/14 was 6,206; 11 percent female, 89% male. There were slightly more females released who were 36 and older, whereas there were more men released who were aged 35 or younger. Between 55% and 65% of individuals had less than a high school diploma. Of the data available for class of offense, 2,106 individuals had felony convictions (60.9%) and were predominantly men; 39.1% had misdemeanor convictions.

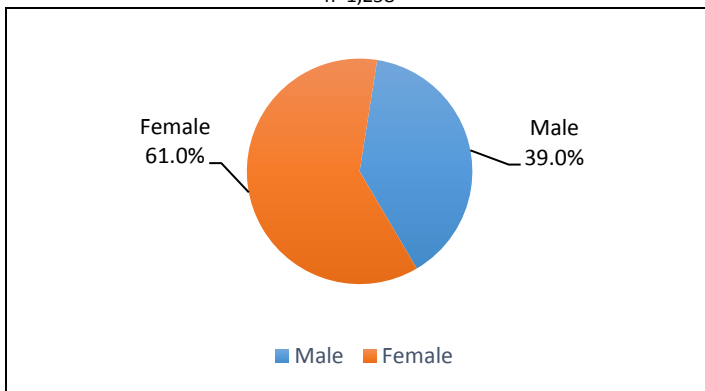
Source: US Census Bureau

WIOA Enrolled Customer Characteristics

The tables below provide a snapshot of the characteristics of individuals enrolled in CWP’s program as of March 31, 2016. It also shows the distribution of WIOA individuals using the four One-Stop centers in the region.

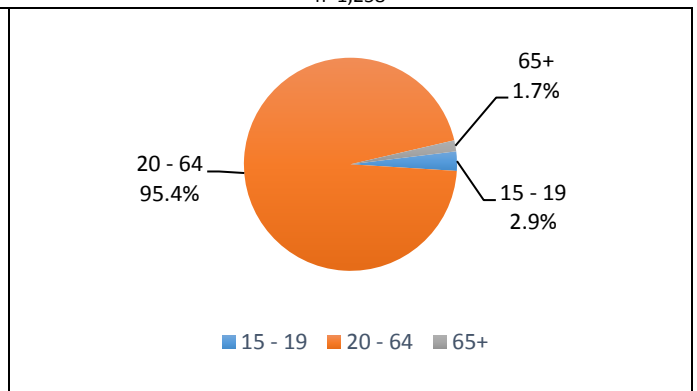
Gender

n=1,258



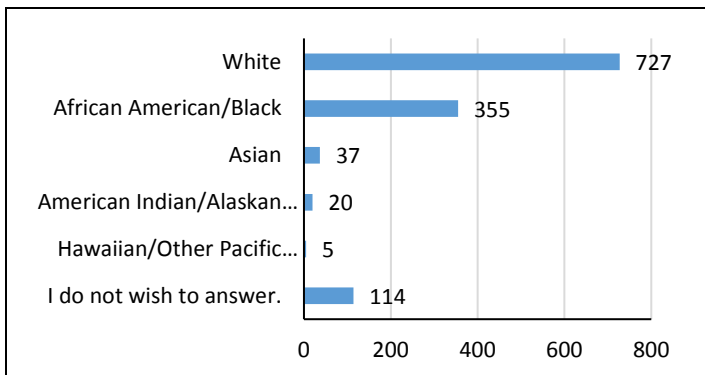
Age

n=1,258

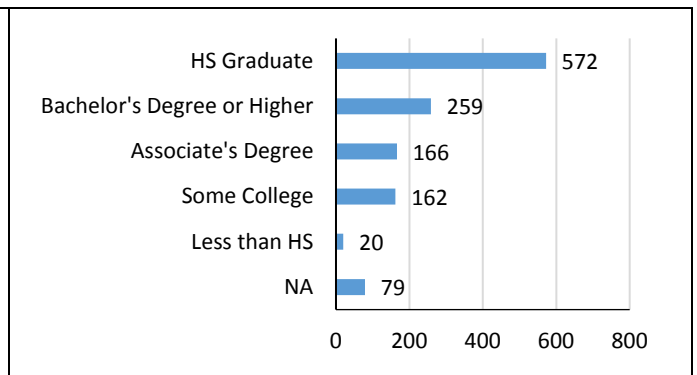


- The majority of the enrolled participants are female (61.0%).
- As expected, at 95.4%, the majority of individuals are in the working age cohort of 20-64, but there are 21(1.7%) enrolled participants aged 65+.

Race

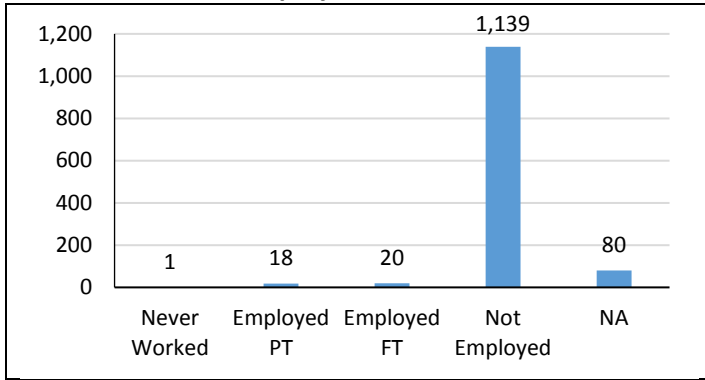


Educational Attainment

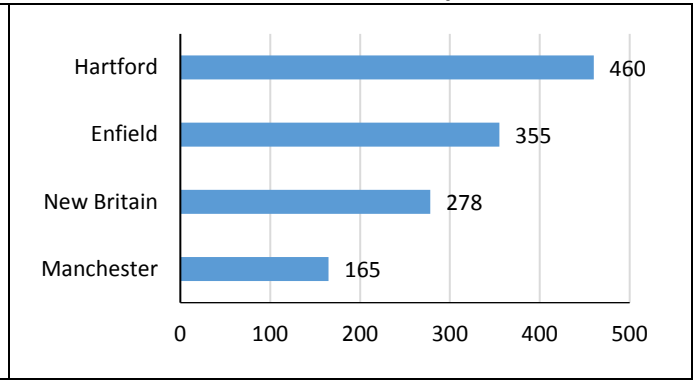


- About 50% of the WIOA customers are white, and almost one third identify as African American/Black.
- There is a broad spectrum of educational attainment among the enrolled participants, making targeted job seeker supports challenging.

Employment Status



Customers Per One-Stop Office



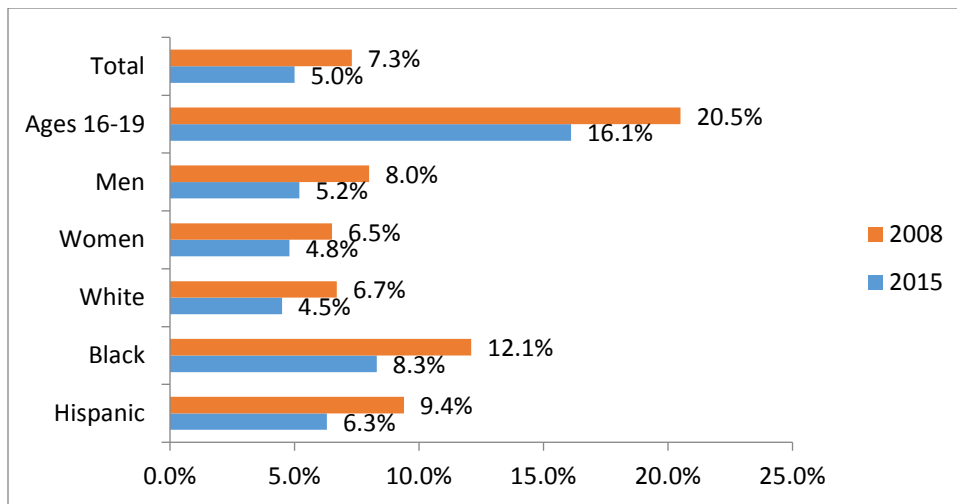
- The largest number of enrolled participants are not employed; 38 are either employed part time or full time.

- The majority of the enrolled participants (460) are served at the Hartford One-Stop; this office also has the largest number of Wagner Peyser individuals served.

Youth

Although all teens and young adults are working at lower rates in the state than they did in 2000, there are considerable variations in employment rates across racial, ethnic, family income, educational attainment, and geographic groups. Unemployment among young people in the United States continues to outpace other demographic populations. Although recovered somewhat since the recession and over the past year as job growth has improved, it continues to be high at 16.1%.

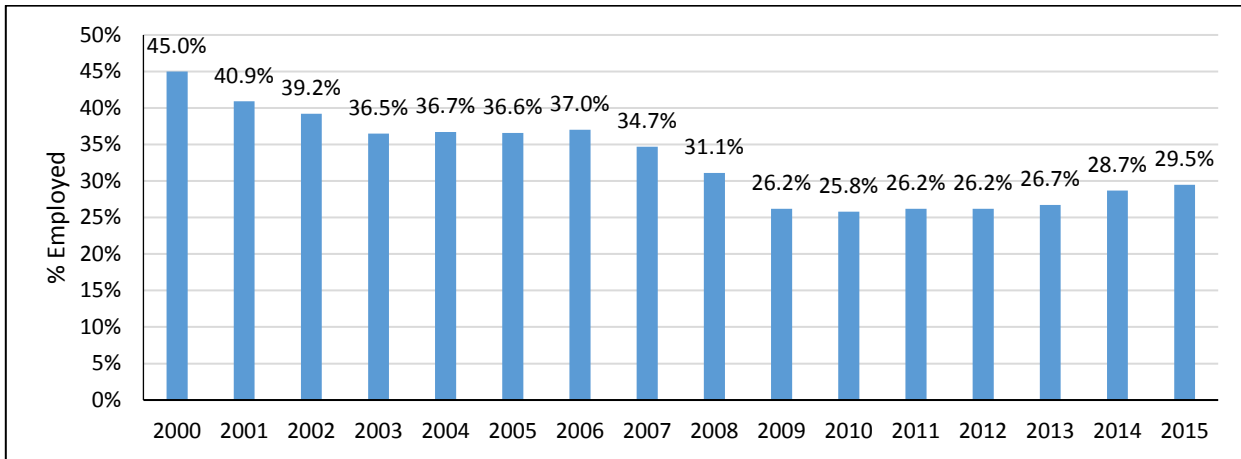
**National Unemployment by Demographic Group - % of Labor Force Unemployed
December 2008 – December 2015**



Source: Bureau of Labor Statistics

Nationally, over the past 15 years, the peak of employment for youth ages 16 to 19 was during the economic boom of 2000-01 when 45.0% were employed. This number dipped to a low of 25.8% in 2010 during the recession, and has struggled to recover. In 2015, the employment number rose to a meager 29.5%.

**National Employment Level
Youth Aged 16 to 19
2000 – 2015**



Source: Bureau of Labor Statistics

Opportunity Youth

Unemployment is most severe among low-income teens. Disconnected youth or opportunity youth are missing key education and employment experiences and are at increased risk for several negative outcomes: long periods of unemployment, poverty, criminal behavior, substance abuse, and incarceration.

In Hartford, there are 20,688 youth between the ages of 16 and 24 years. Of these youth, more than 6,000 are considered Opportunity Youth. There is a serious disconnect between the qualifications needed for employment in Greater Hartford and youth who are out of school and out of work. There is also a great difference in the number of youth either job ready or almost job ready in Hartford as compared to the rest of Connecticut. Only 1 in 3 youth in Hartford is ready for work in comparison to 1 in 2 youth statewide in Connecticut.

Opportunity Youth are defined as:

- ❖ Between the ages of 16 and 24
- ❖ Not having a high school diploma
- ❖ Having a high school diploma but are not in school and not working

These youth are more likely to be unemployed, rely on government supports, be involved in criminal activity, have poor health, and face multiple hurdles including:

- Parenting
- Disabilities
- Mental and physical health problems
- Incarceration or criminal record
- Homelessness
- Food insecurity
- Domestic violence

While there are approximately 72,000 opportunity youth in Connecticut and 20,000 opportunity youth in Hartford County, as is visible in the opportunity youth chart below, the City of Hartford has a much higher concentration of this population with more than 6,000 opportunity youth.

5. Provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such

services, to address the identified education and skill needs of the workforce and employment needs of employers in the region.

The CWP Board and its stakeholders have identified a need to conduct asset-mapping to identify all of the workforce development resources in the region, and to work toward maximizing coordination and eliminating duplication.

CWP recognizes that the primary providers of workforce development activities in the region are:

- The four community colleges offer numerous credit and non-credit certificate and degree programs across most occupational categories. The strengths of the colleges are solid academic capacity and the ability to develop curriculum and award recognized post-secondary credentials; the Advanced Manufacturing Centers at Asnuntuck and Manchester Community Colleges are particularly strong. The weaknesses of the community colleges are the alignment of many training programs with the academic schedule which extends the duration of training when job-seekers need concentrated, accelerated training that will allow them to get back to work quickly. SNAP employment and training is available through the community colleges.
- Goodwin College, a private four year college, offers a number of short-term certificates in addition to degree programs. The college is structured to meet the needs of working adults; however, the cost of some programs is out of reach for many job-seekers. SNAP employment and training is available through the community colleges.
- Central CT State University and Institute for Training and Business Development offers degree and certificate programs, but these are generally targeted to higher-skilled students.
- Charter Oak College offers certificate, credential and degree programs through distance learning. Flexibility and academic recognition are strengths; the need for the student to supply hardware, high-speed internet, a suitable study environment, and very high motivation and self-discipline can be weaknesses for some students.
- The regional vocational technical high schools are an under-utilized resource due to very limited capacity to serve adult students. Adult programs in this region are available in Hartford and Bristol.
- Community based organizations offer workforce development services, including the Community Action Agencies, Urban League of Greater Hartford, Center for Latino Progress, Career Resources and Community Partners in Action. Their programs are often dependent on grant funding, and can vary from year to year or within a year; these programs cannot issue credentials directly – trainees must obtain certifications or licenses from other organizations. The strength of the community-based programs is their wrap-around support services.
- Local adult education providers focus primarily on mandated programs – adult basic education, GED instruction, adult high school diploma, English as a second language and citizenship – with part-time schedule. Due to funding constraints, the capacity of local adult education programs to address higher level and occupational skills is limited.
- The Hartford Job Corps Center offers academic and technical training in advanced manufacturing, medical assisting, nursing assisting, and insurance and finance. Strengths are a rigorous training culture, housing on-site for most students, and concentrated investment in all students. Weaknesses are limited capacity to serve non-residents, and lack of services for adults.
- The core partners of the one-stop system are the major providers of workforce development services and are described elsewhere in the plan.

6. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

- In addition to the activities listed above, adult and dislocated worker employment and training activities are available through the one-stop system.
- WIOA Title I: basic career services available to all eligible adults; individualized career services and occupational skills training through scholarships available to dislocated workers and adults with barriers who meet priority of service criteria.
- WIOA Title II Adult Literacy: administered by CSDE; RFP process pending.

- WIOA Title III Wagner-Peyser: universally available career services, labor exchange.
 - Trade Act: training and job search assistance available to workers from affected companies and/or employee groups.
 - WIOA Title IV Vocational Rehabilitation: administered by DORS, including assistive technology, job coaching, working interviews, high reimbursement on-the-job training.
 - Apprenticeship: administered by CTDOL, primarily targeted to manufacturing and construction trades.
 - Incumbent Worker Training: administered by CTDOL.
 - Step UP: subsidized training and employment available to small businesses that hire unemployed residents of targeted towns, small manufacturing businesses that hire unemployed workers, and any businesses that hire veterans.
 - REACH: on-the-job training for nurses and healthcare IT workers.
 - Mortgage Crisis Job Training: training scholarships and job search assistance for homeowners at risk of default.
 - Jobs First Employment Services: case management, career services and subsidized employment and training scholarships available to TANF recipients.
 - Free to Succeed: employment retention services and career services for ex-offenders.
 - Best Chance: contextualized education, occupational skills training and job placement assistance for ex-offenders.
7. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities.

While there are various programs and services for youth in the region, recent asset mapping identified a limited number of career pathway programs leading to middle-skill jobs with sustaining wages suitable for out-of-school youth. Many existing programs focused on one area – youth development, education, or workforce development – and did not provide an integrated pathway approach. Even though all the youth programs mapped offer job readiness training directly or via referral, many times the training does not include specific occupational training or connection to college/postsecondary education. Key findings include:

- CWP invests Workforce Innovation and Opportunity Act (WIOA) funds into youth programs, 100% designated for out-of-school youth and delivered by community-based organizations.
- Private philanthropy serves a critical role and provides significant resources to leverage public funds and support career programs.
- There is significant variance in mission, structure, and capacity across organizations that serve youth.
- Many programs offer personalized guidance and support to youth, but a smaller number offer internships and other work experiences to participating youth.
- While a number of programs provide education and training, credentials offered are not always related to the most in-demand occupations.
- There are existing employer partnerships across organizations and programs, but there is an opportunity to deepen engagement such that youth are offered a range of work-based learning experiences leading to full-time job opportunities.
- Most organizations do not target specific subpopulations of youth (i.e. youth in or aging out of foster care, youth involved in the justice system, TANF recipients, etc.).

Provider	Industry Focus	Type
Blue Hills Civic Association	Health care	College partnership
Center for Latino Progress	Construction	Career, based contextualized learning

Chrysalis Center	Construction, culinary, and warehouse	Career, based contextualized learning
Human Resources Agency	Manufacturing	College partnership
Our Piece of the Pie	Health care, insurance, and manufacturing	College partnership
Urban League of Greater Hartford	Construction	Career, based contextualized learning

8. Identify gaps in service based on the above analyses.

- Services for adults who do not meet priority of service criteria are limited to basic career services in the one-stop system.
- Few providers offer low cost, flexible training, including online training, leading to recognized credentials.
- Few providers offer accelerated, full-time training programs that lead to recognized post-secondary credentials for middle skill jobs.
- Local adult education providers do not generally offer full-time class schedules to meet the needs of adult job-seekers who need to obtain skills and credentials in order to enter employment quickly.
- Registered apprenticeships are not available in the high demand healthcare sector and the emerging demand IT sector.

III. LWDB Goals and Strategies

1. Identify the vision, goals and strategies adopted by the LWDB in response to the passage of WIOA and how these will affect the preparation of an educated and skilled workforce.

Goal 1 - Develop strategies for underserved populations.

Overview

Job training and preparation is needed for individuals of all ages, from youth through adult, with the right skills to be successful and gain meaningful employment. Many of today's job seekers and youth are skills deficient or low-income residents, and have the greatest barriers to employment. Support is available to individuals through American Job Center services, and through other training and employment programs CWP supports and manages. Focus is on individuals with disabilities, ex-offenders, and commitment to continuous improvements and capacity building.

Strategies to Support Goal

North Central Region of Connecticut workers will possess the critical skills and credentials needed to prosper and advance in careers that pay well and allow them to support their families.

1. Promote expanded implementation of effective integrated employment and training/contextualized learning strategies to improve skills acquisition and employment outcomes for targeted low-skill jobseekers, including adult education students and participants in time-limited public assistance. Expand proven best practices, .e.g, Integrated Basic Education and Skills Training (I-BEST), as feasible to include additional prospective participants, working closely with businesses/employers in key sectors seeking qualified skilled workers. Maintain fidelity to rigorous program standards.
2. Maximize opportunities for success for all individual jobseekers, workers, and youth in North Central Connecticut's talent pool, promoting innovation, effective coordination, resource alignment and integrated service delivery to advance the employability and career prospects for the broadest possible range of customers, including (but not limited to) veterans, the long-term unemployed, public assistance participants, individuals with disabilities, ex-offenders, homeless individuals, out-of-school youth, low-skilled adults, limited English proficient, etc.

Programs and Activities to Support Goal and Strategies

Adult Workforce Development Activities

American Jobs Center – One Stop Services

The American Job Center (AJC) system is a partnership of organizations, working as a team, to promote a universal approach to providing effective workforce assistance to job seekers and businesses. This assistance includes: Basic career services providing current labor market information to help people make decisions about career pathways and development; match labor market information with solid career assessment for people to help them build a plan that is going to put them on a career pathway; and connecting individuals to one of the career pathway initiatives, i.e., sectors.

AJC Guiding Principles

CWP has adopted a set of guiding principles for the AJC delivery model:

- The AJC is a demand driven system; Business Services has the capacity to understand business needs and match job-seekers with current openings.
- The AJC is the hub of CWP adult programs, with accountability for screening, assessment and referral of job-seekers to all CWP programs.
- Quality and timeliness of assessment and individual career planning is a critical strategy for effective service to diverse populations.
- Empower customers seeking services at the North Central AJCs to get back to work quickly through immediate career preparation and placement.
- Provide short-term skill development opportunities to a greater proportion of AJC customers through the Workforce Innovation and Opportunity Act.
- Maximize the use of technology for training and customer engagement.
- Maintain a competitive scholarship application process for Individual Training Accounts (ITAs) targeted to programs based on labor market demand.
- Maximize resources allocated to serving WIOA enrolled customers.
- Retain and expand special initiatives targeted to job-seekers with barriers: persons with disabilities, ex-offenders, the long-term unemployed, public assistance recipients, and people transitioning from homelessness.
- Improve alignment, coordination and co-enrollment between AJCs and other CWP programs and initiatives: Jobs Funnel, Ready-to-Work/REACH, Healthcare and Manufacturing Sector Initiatives, and Out-of-School Youth programs; various programs administered by the Connecticut Department of Social Services (CTDSS) - these programs include: Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), including the SNAP Employment & Training. (SNAP E&T) program, the Community Services Block Grant and the Child Support Program.
- Establish a culture of innovation and continuous improvement.

Services provided within the American Job Centers include:

- Career coaching
- Job search techniques
- Skill and interest assessments
- Interviewing and networking techniques
- Referrals to our Business Team and other networks
- Access to social media networks
- Advice and support through peer groups
- Customized services for individuals, with disabilities, Veterans, former offenders, newly and long-term unemployed, and individuals with unique circumstances
- Online Learning Centers

Contractor and Special Programs staff will provide support to the implementation and delivery of CWP's workforce development programs aligned with the AJC system, including Special Initiatives and Sector Programs. CWP Special Programs staff deliver Career Exploration workshops at all AJC sites for opportunities in the health, manufacturing and construction sectors.

- **Secure Jobs CT** is a pilot project to provide career services and job placement to 30 - 35 families receiving rapid rehousing support and referred by Community Health Resources (CHR). Contractor will assign a single point of contact to coordinate services with CHR. Contractor will record participant information in CWP's ETO system as prescribed by CWP.
- **REACH** is a CWP specialty program that provides On-the-Job Training in nursing and healthcare IT to dislocated workers. Contractor will promote REACH to dislocated workers, and will maintain three Reemployment Coaches to support REACH, with each spending 30% of time on non-REACH dislocated worker activity and 70% of time on REACH activity under its separate REACH contract.
- **STEP UP** is the state's subsidized/reimbursement employment and on-the-job training program for companies that hire unemployed individuals and Veterans. Designated Career Agents will promote the STEP UP program to customers and will assess potential participants for eligibility.
- **Mortgage Crisis Job Training Program (MCJTP)** provides training and job placement to individuals who are at risk of default. AJC staff will promote the MCJTP to customers and refer potential clients to MCJTP program staff.

Customized programs to support underserved populations

Ex-Offenders

Working with ex-offenders on their transition back to the workforce has been an integral part of CWP prior to WIOA enactment. CWP operates several initiatives in support of transitioning this population back to the workforce.

Free to Succeed

CWP's ex-offender project, "Free to Succeed", coordinates services, and provides coaching and case management to ex-offenders to help them retain and improve employment.

I-BEST Second Chance (BEST Chance) program

CWP strongly supports the Governor's Second Chance Society initiatives and is implementing the I-BEST Second Chance (BEST Chance) program. This program, targeting ex-offenders in Hartford County and led by CWP, will serve justice-involved participants over two years, with training programs leading to nationally recognized credentials primarily in construction, manufacturing, and culinary occupations, and provides paid work experience and placement assistance to transition well prepared ex-offenders into the workforce.

Individuals with Disabilities

Disability Employment Initiative (DEI)

In October 2013 Connecticut was one of eight states to receive a grant through the U.S. Department of Labor's Disability Employment Initiative (DEI). The broad objectives of this program are to provide additional education, training and employment opportunities for individuals with disabilities, and to expand the workforce system's capacity to serve eligible beneficiaries in the Social Security Administration's Ticket to Work Program. The initiative features: strong partnerships and collaboration among key agencies; service coordination through an Integrated Resource Team; integrated services and resources, including blended, braided and leveraged funding and resources; and innovative asset development strategies. Disability Resource Coordinators implement project activities and coordinate services, while Integrated Resource Teams address individual needs and provide increased support for jobseekers with disabilities. Partners include CTDOL's Office for Veterans Workforce Development and the Departments of Rehabilitative Services, Labor, Education, Mental Health and Addiction Services, Social Services, Transportation, and various other public and private sector representatives.

Veterans

Subsidized Training and Employment Program (Step-Up) - Veterans

The Subsidized Training and Employment Program (Step Up) is an initiative of the CT Department of Labor and the state's five Workforce Investment Boards. Step Up offers three program: the Wage Subsidy Program, the Small Manufacturer Training Grant Program and the Unemployed Armed Forces Member Subsidized Training and Employment Program. Each program offers employer incentives to hire new employees and create jobs. Eligible

companies, defined as a small business, or manufacturer with not more than 100 employees, can apply for one program for each new hire – an employer cannot use multiple programs for one new hire.

Temporary Assistance for Needy Families (TANF)

Jobs First Employment Services (JFES)

The JFES program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), the state cash assistance program for needy families within the TANF block grant. JFES activities are designed to move the hardest-to-employ recipients rapidly and effectively into employment and toward self-sufficiency. CWP implements its JFES program by providing job search assistance, vocational education, subsidized employment, adult basic education and/or employment-related support services such as transportation and child care assistance for TANF individuals.

Educate and Accomplish Goals for Employment Readiness (EAGER)

In March 2015, the teams at the American Job Center in Hartford and New Britain re-launched the EAGER program. This program, for TFA recipients enrolled in the Jobs First Employment Services program, is designed to successfully prepare participants for their job search. The 10-day program allows participants to take an active role in their learning by participating in virtual training sessions and applying those practices to their job search. Participants also receive instructor facilitated workshops on job seeking topics and then actively apply those skills to their job search. Topics include job search skills, such as resume and cover letter, interviewing, and networking, but also information that will allow the participant to be successful on the job. Customer service skills, workplace communication, and problem solving is emphasized to ensure success on the job.

Core One-Stop Services to Support All Job Seekers

Scholarships for occupations in demand (Individual Training Accounts – ITAs)

WIOA scholarships are given to eligible job seekers who are looking for job training in growing occupations. CWP will assign priority to training programs for WIOA scholarship funding based on labor market demand and potential earnings. CWP will analyze the labor market as part of its annual strategic planning process to identify labor market trends and identify occupations in demand in the local labor market. Demand occupations will have the potential for high entry wages (at least 200% of the federal poverty level) and projected growth and/or significant job openings in Connecticut and the North Central Region. To be considered for funding through WIOA, a training program must lead to a recognized credential as defined by the U.S. Department of Labor. WIOA customers will choose from among eligible training providers and programs listed on the State of Connecticut Eligible Training Program List (ETPL) that offer training programs in demand occupations. The current list of priority occupations will be provided to potential scholarship applicants.

Entrepreneurial Training – Business Roundtable

American Job Center’s Entrepreneurial Training is an 8-week program designed for people who are thinking about a career as a business owner. The Business Roundtable offers skill building in different areas and a highly interactive approach assessing participants’ business ideas and figuring out how to get them started.

Dislocated Worker Programs and Services

Dislocated Workers are individuals with significant attachment to the workforce but have lost their employment or income from employment.

Focused Intensive Re-Employment Success Training (FIRST)

FIRST is designed specifically to empower career professionals like to reenter the workforce within a short timeframe. The goal is to provide career guidance and re-employment skills that assist in achieving achieve a professional position. Elements of the program include:

- Individualized career consultation
- Impact networking training

- Identify transferable skills
- Identify 6-8 competencies
- Targeted resume/cover Letter
- Create job opportunities
- Interviewing preparation
- How to use social media

Other Adult Programs

Mortgage Crisis Job Training Program

The Mortgage Crisis Job Training Program helps home owners who are two or more months behind in their mortgage gain the skills they need to be able to earn more money to become more financially stable by providing employment assistance. Services include:

- Job Training Scholarships
- Financial Literacy
- Credit Counseling
- Referrals to other needed services

The Mortgage Crisis Job Training Program Staff will work in partnership with credit counselors and other support agencies to help improve your financial standing with lenders.

Goal 2: Improve access to recognized post-secondary credentials.

Overview

Gaining post-secondary credentials is vital in career pathways development for both adults and opportunity youth (youth disconnected from education and employment) as they open doors to educational attainment and careers. By focusing on the development of educational and career pathways for adults and opportunity youth, collaborative efforts among partner organizations afford these individuals pathways to success.

Strategies to Support Goal

Connecticut's young people will be equipped and ready for career and postsecondary success as productive contributors to a vibrant and competitive state economy and in their communities. Detailed strategies include:

1. Promoting development and implementation of aligned career pathways strategies as an integral feature of industry partnerships and sector-based initiatives, with multiple on-off ramps for participants of varying skills and abilities, leading to employer-valued/validated credentials and certifications. Career pathways are equally valuable for adult jobseekers and young people, including students and out-of-school youth.
2. Leveraging public/private partnerships and resources, e.g., social innovation fund (SIF), Opportunity Works, to support key subpopulations, i.e., justice involved, foster care, individuals with disabilities, young parents, and young men of color.
3. Building North Central Connecticut's K-16 talent pipeline, engaging a broad spectrum of education, higher education, workforce system and business partners and stakeholders, to prepare North Central Connecticut's youth with work and career readiness skills. Focus on regional/local sector based initiatives, emphasizing career pathways approaches. Integrate a strengthened and expanded Summer Youth Employment Program into a comprehensive youth career pathways strategy.
4. Developing of pathways for at-risk students and out-of-school youth, leading to certifications and credentials that enhance their viability in the job market. Build on and expand the opportunity youth coordinated career pathways model to help targeted out-of-school youth acquire valuable post-secondary credentials and get a job.
5. Providing technical assistance, professional development and other resources to regional adult education centers, workforce training programs, and community colleges.

Programs and Activities to Support Goal

Youth Programs

WIOA Youth Programs

- CWP invests WIOA funds into programs delivered by community-based organizations serving about 100 to 150 Hartford youth annually.
- Private philanthropy serves a critical role and provides significant resources to leverage public funds and support career programs.
- Many programs offer personalized guidance and support to youth, but a smaller number offer internships and other work experiences to participating youth.
- There are existing employer partnerships across organizations and programs, but there is an opportunity to deepen engagement such that youth are offered a range of work-based learning experiences leading to full-time job opportunities.

WIOA Youth funds offer Opportunity Youth the chance to enter integrated, streamlined career pathways resulting in positive education and employment outcomes. In 2015, CWP held a procurement process for organizations that serve out-of-school youth in 2015-16 as defined by WIOA. The contractors listed are a result of a procurement process that took place.

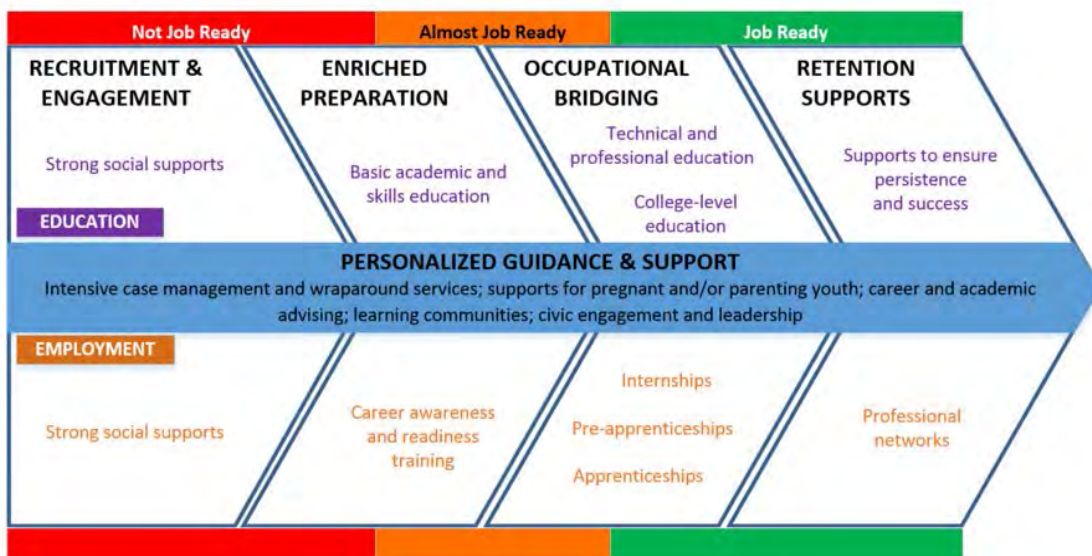
Contractor	New Youth to be Registered	Industry Focus	Type
Blue Hills Civic Association	45	Health care	College partnership
Center for Latino Progress	30	Construction	Career, based contextualized learning
Chrysalis Center	20	Construction, culinary, and warehouse	Career, based contextualized learning
Human Resources Agency	60	Manufacturing	College partnership
Our Piece of the Pie	60	Health care, insurance, and manufacturing	College partnership
Urban League of Greater Hartford	30	Construction	Career, based contextualized learning
	245		

Hartford Opportunity Youth Collaborative (HOYC)

The HOYC brings together leaders and stakeholders from key systems – education, youth development and workforce development – to improve outcomes for “opportunity youth”, defined as 16-24 year olds lacking a high school diploma, or who have a diploma but are not in school and not working. There are an estimated 6,000 opportunity youth in Hartford. This effort is one of 21 grantees nationally of the Aspen Opportunity Youth Incentive Fund. A collective impact approach is used to demonstrate best practices to improve outcomes and scale-up effective practices across systems. The resulting comprehensive plan is expected to decrease the number of Hartford youth disconnected from education and employment.

In order to ensure youth achieve educational success, secure employment, and earn sufficient wages, an Education-Career Pathway System was developed to meet youth where they are (regardless of age, place, situation, or level of preparedness), provide consistent personalized guidance and support, offer education and career training, and lead youth to in-demand jobs with good wages.

Hartford Opportunity Youth Career Pathways



YouthBuild - New Britain

The New Britain YouthBuild project will provide construction training to 70 New Britain youth without a high school diploma or GED. Participants will be trained using the nationally acclaimed Integrated Basic Education and Skills Training (I-BEST) model where they will learn basic academic skills in the context of the skills necessary to be successful in construction industry. In addition, this program will provide an existing, and proven, service infrastructure for assessment, case management, support services, basic and technical skills training, and job placement and retention services.

Summer Youth Employment and Learning Program (SYELP)³

CWP's Summer Youth and Employment Program, for 14-20 year olds, consists of a tiered work and learn experience based on a Career Competency System encompassing eight critical competencies that prepare in-school youth for the workplace or post-secondary education. The program includes the competency development, and subsidized paid internships in the public and private sectors. Throughout the program, students build a portfolio including documentation of several self-discovery assessments related to career interests, personal assets and support systems in addition to evidence of having actively participated in mock interviews, resume building, job applications, and other activities marking developmental progress toward work or post-secondary educational readiness. Career Competencies include Basic Skills, Computer Literacy, Customer Service, Interpersonal Skills, Personal Qualities and Job Seeking Skills.

Adult Literacy – Collaboration and Coordination

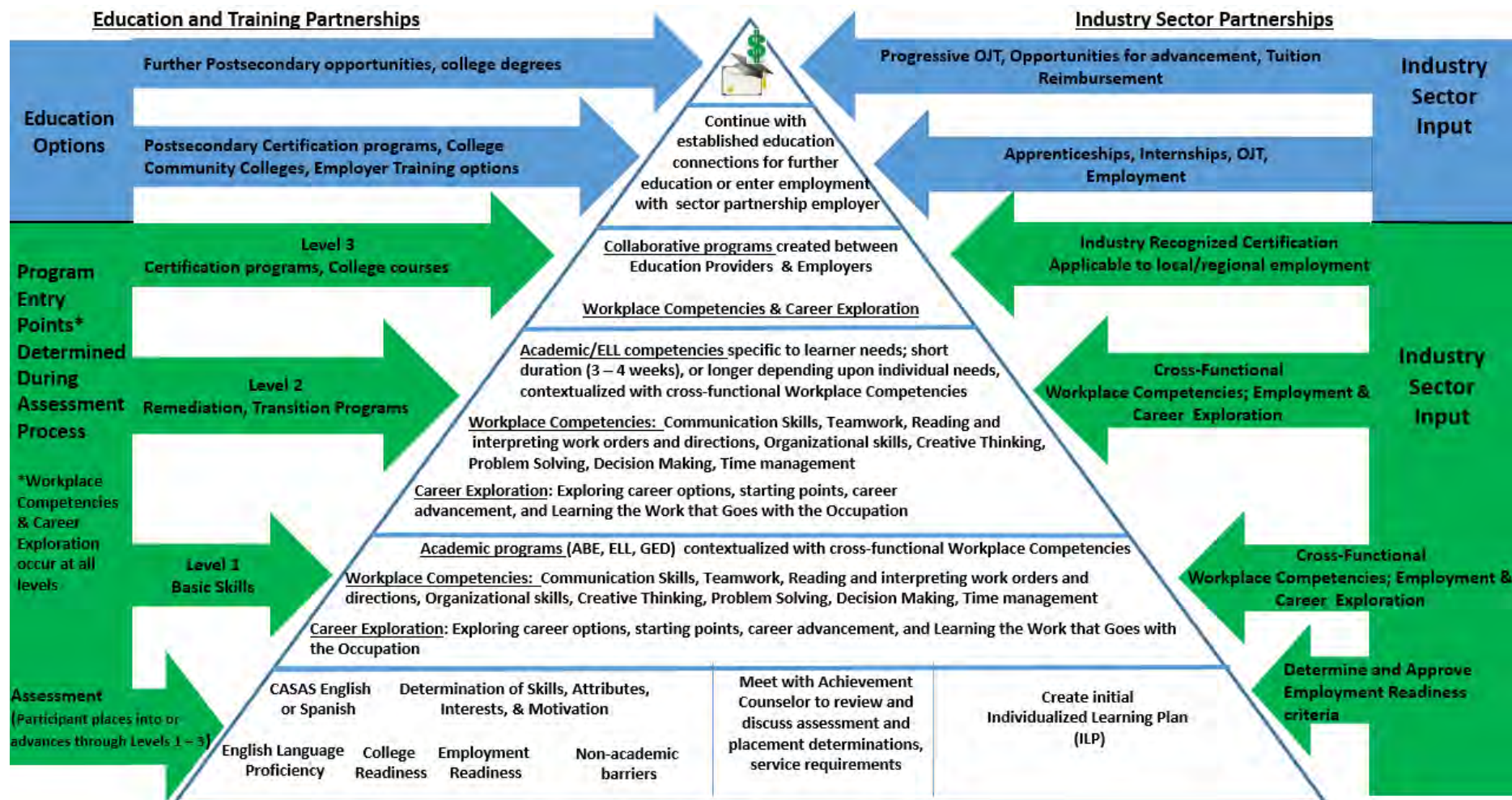
Move UP!

Move UP! is a collaborative effort among adult education providers, workforce training programs, and community colleges to improve adult literacy services in the Capital Region of Connecticut. The collaborative believes that coordination, networking, professional development and other supports will create a stronger adult literacy system and better outcomes for learners. The partnership offers leadership and coordination to the Capital Region's adult education and training efforts, and provides technical assistance, professional development and other resources to our Region's adult education centers, workforce training programs and community colleges. It provides leadership to the development of a regional adult literacy system that includes adult education providers, workforce training programs and community colleges, resulting in a high-quality, coordinated continuum of services that offers multiple pathways to educational success and jobs that pay sustainable wages.

Developing a career pathways approach is critical for helping more adults get the education and training they need to find jobs that pay sustainable wages. Move UP! has adapted the framework illustrated below, based on the framework that was developed by the Alliance for Quality Career Pathways, which "connects progressive levels of education, training, support services, and credentials for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs".

³ The Summer Youth Employment and Learning (SYELP) will be evaluated in term of Capital Workforce Partners long-term role.

Move UP! Career Pathways Model



Goal 3: Collaborate regionally with partner organizations and employers to align programs and cultivate sector partnerships for in-demand industries.

Overview

CWP has focused on several critical industry sectors to provide employment and training services to assure that businesses in the region get quality workers with the career and occupational competencies employers need. It works closely with employers to identify areas of job growth opportunities, skills needed for those jobs, and related training support programs. It uses this knowledge, along with labor market information and local employment to define its targeted sector approach which is focused on healthcare, advanced manufacturing and construction/energy. It is also developing a targeted focus on IT occupations. In addition, CWP collaborates with CT DOL on apprenticeship initiatives, and supports DECD's apprenticeship program and efforts.

Strategies to Support Goal

Strategies to support this goal are focused on Hartford area businesses – particularly those in key industry sectors that drive economic growth – to have access to the skilled, talented employees they need to compete effectively, prosper and create new and rewarding jobs and career opportunities for Hartford area workers. Detailed strategies include:

1. Promotion and implementation of business/employer-led industry partnerships focusing on targeted sectors. The focus of these partnerships will be on high-priority, high-value, high-demand sectors and occupations.
2. Promotion of effective implementation of sector-based initiatives in targeted sectors intended to address employers' priority needs, building on the achievements of existing successful sector initiatives. Strategically connect qualified jobseekers produced by the workforce system to job opportunities with businesses/employers benefitting from public investments, to strengthen the link between workforce development and economic development strategy.
3. Implementation of a coordinated business/employer services model through the American Job Center One-Stop system, engaging coordinated participation by a broad array of partners and stakeholders, to address business/employer customers' workforce needs, consistent with the "single point of contact" model principles.
4. Implementation of a robust labor market information system to support effective workforce system planning, including insight and intelligence from businesses and employers, to promote data-informed and data-driven decisions about program strategy and related investments.

Programs and Activities to Support Goal

CWP offers training in the private sector through its grant-driven initiatives. These grants are supported by, and worked in conjunction with the American Job Centers.

On-the job training (OJT)

OJT is given to a paid employee while he or she is working. The experience provides knowledge and skills essential to the performance on the job, and are supervised by an employer. Upon satisfactory completion of the training, the employer is expected to retain the individual as a regular employee without receiving a subsidy.

Healthcare

CWP's Healthcare sector mission is to support building a skilled workforce in hospitals, community-based care, and facility-based care while addressing front line workforce challenges of skill development, retention, and advancement. Capital Workforce Partners' Healthcare initiative with hospitals and community-based and long-term care providers builds a demand-driven workforce.

Metro Hartford Alliance for Careers in Healthcare

MACH is an employer led network co-convened by Capital Workforce Partners (CWP) and CT Women's Education and Legal Fund (CWEALF), whose purpose is to identify and respond to workforce development and policy issues for entry level and middle skill positions in the healthcare industry.

Re-employment Alliance for Careers in Health (REACH)

CWP was awarded a \$6.7 million "Ready To Work" grant from the U. S. Department of Labor in 2014. The grant is aimed at getting people struggling with long-term unemployment back to work in nursing and healthcare IT occupations. With the current practice of phasing out Licensed Practical Nurses (LPNs), this grant allows LPNs to continue on a career pathway to an Associate Degree Nurses or Bachelor of Science Nurses. The four year program entitled REACH (Re-Employment for Careers in Health) works with the region's employers, and educational partners to provide tuition, on-the-job training, and other support services to long-term and underemployed individuals in the North Central CT region. With the shortage in specialty nursing including perioperative, ER, ambulatory and critical care, and community health, up to 15% of the 175 nursing participants in the REACH program may be incumbent nurses electing to pursue credentials in specialty areas, creating vacancies for less experienced nurse graduates. This will also create a backfill for recent graduate nurses.

Advanced Manufacturing

CWP's Advanced Manufacturing sector mission is to provide skill enhancement and career development opportunities which develop the skills employers need. Key focus is on training incumbent and unemployed workers for careers in strategic technological growth sectors in Connecticut including aerospace, biomedical technology, fuel cells and more (such as a STEM Workforce Initiative). In addition, CWP collaborates with CT DOL on apprenticeship initiatives, and supports DECD's apprenticeship program and efforts.

Advanced Manufacturing Employer Partnership (AMEP)

The AMEP is dedicated to rebuilding the manufacturing talent pipeline by assisting employers with strategies for recruitment, retention and incumbent worker training, that will grow their business, provide solid jobs, and improve regional economies. The Partnership provides oversight of the development of Capital Workforce Partners' Advanced Manufacturing Workforce Model and the implementation of the Workforce Solutions of Metro Hartford/CCAT Manufacturing Careers Program. The group is employer-led, and co-convened by CWP and CCAT. The partnership works closely with CTDOL, DECD, the Advanced Manufacturing Centers and other training entities and stakeholders in the region to grow and enhance career pathways in manufacturing.

National Emergency Grant Program (NEG)

CWP, as a participant in a statewide grant program led by Connecticut Department of Labor (CTDOL), is targeting the manufacturing sector, working through its Advanced Manufacturing Employer Partnership (AMEP) in collaboration with seven manufacturers/employers in the region, together with the Connecticut Center for Advanced Technology (CCAT), Goodwin College, and CTDOL. The AMEP is co-convened by CWP and CCAT and is the sector-based employer partnership for this NEG Project. CWP supports the North Central region's AMEP with certificate training in basic CNC operations, on-the-job-training and incumbent worker training, as well as other enhanced services to 108 dislocated workers within the manufacturing sector. Regional sector planning services support the need for the AMEP to continually research market intelligence, compile and analyze labor market information, develop updated comprehensive regional plans, and adapt and align partnership work to the state's WIOA Plan.

Connecticut Advanced Manufacturing Initiative (CAMI)

In September 2014 the US Department of Labor awarded a \$15 million grant to implement the Connecticut Advanced Manufacturing Initiative (CAMI) across the eleven community colleges that do not have Advanced Manufacturing Centers, along with Charter Oak State College. CAMI builds on the foundation of the nationally recognized Advanced Manufacturing Centers, and expands post-secondary manufacturing education to every community college in Connecticut. Grant funds pay for capital equipment to provide hands-on training, new teachers and educational assistants, and development of registered apprenticeships for high-demand manufacturing jobs. Manchester Community College serves as leader of the multi-college CAMI consortium.

Construction/Energy

CWP's construction sector initiatives will enhance and develop a workforce which is equipped with the necessary skills to enter and advance in construction/energy occupations.

Jobs Funnel

The Jobs Funnel is a pre-apprenticeship program for job seekers interested in the construction and energy sectors. It is a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services with strong partnerships with the Building Trades and minority contractors in the region.

Jobs Funnel Advisory Committee

The Jobs Funnel Advisory Committee oversees the development and implementation of partnership opportunities with key stakeholders to lead efforts in all regional Jobs Funnel activities. This includes strategies for job seekers' training and placement in the construction industry sector. The committee's guidance will ensure that the North Central Region's Jobs Funnel initiatives enhance and develop a workforce which is equipped with the necessary skills to enter and advance in the state's construction and related green industry sector. The committee, which meets quarterly, guides the Funnel for ongoing construction industry strategies, partnerships and sustainability.

Other CWP-Supported Program

Subsidized Training and Employment Program (Step-Up) – Subsidized Employment

Established in the 2011 Jobs Bill, Step-Up is a joint venture of the Connecticut Department of Labor (CTDOL) and the state's five regional WDBs. It is a wage subsidy and reimbursement program.

Originally providing two employer incentives – wage subsidy and small manufacturing training grant – to encourage eligible Connecticut businesses to hire more qualified workers, the focus has been on small businesses and manufacturers and economically threatened unemployed residents of high unemployment communities. Step-Up expanded in 2012 to include the Unemployed Armed Forces Member incentive for employers of any size to hire eligible veterans. Step-Up participants typically are Connecticut residents possessing some of the qualifications needed for work but require additional on-the-job training experience to meet the job-specific needs of participating employers.

Goal 4: Continue to build out employer-driven services (as system customers).

A job-driven public workforce system contributes to a strong, growing economy by responding to the workforce needs of regional and local businesses to ensure positive employment outcomes for the employer and the job seeker. CWP's employer engagement plan supports that vision by creating a strategy that will build a seamless cross-program environment driven by employer needs.

Strategies to Support Goal

1. Implement employer engagement strategy:
 - a. To streamline and formalize our operations, staff are empowered to engage employers on issues related to their tactical responsibilities while consistently representing the larger network of resources and services available to employers through the publically funded workforce development system.
 - b. Create a culture where communication is more consistent and meaningful between programs, with the aim of increasing the number of cross program referrals while reducing turnaround time. Wherever possible, these strategies will be supported through continuous improvement of the shared Business Relationship Portal on CWP's ETO platform.
 - c. To make employer engagement efforts more responsive to strategic needs, CWP managers and directors will be engaged in the planning and implementation of demand driven employer relationship building. These activities may include research on emerging sectors, the creation of customized services for employers, soliciting support for new programs, surveys, and the convening of advisory groups such as MACH and AMEP. In turn, these activities need to be supported by the board through an ad-hoc Employer Engagement Committee.

Employer Engagement Guiding Philosophy

- Emphasize partnerships with employers, not transactional relationships.
- Reduce our level of expectation on employers.
- Frequency of interaction must be prioritized over quantity of services delivered.
- Invest resources into staff development.
- Quality service to employers begins with them having seamless access to services provided by different organizations.
- Communication, marketing, and promotional activities must be purposeful and precise in order to effectively educate and motivate employers.

This effort will include CWP staff and its core network of partners, including the American Job Centers and the Department of Labor.

Goal 5: Measure/report on programs and services to ensure transparency/accountability.

Overview

It is essential that the workforce system generate data (targeted labor market information and program/strategy-specific information) and analysis that has strategic value to inform effective planning and policy development. CWP will use its ETO Project Implementation and Coordination (EPIC 2) initiative to focus on improving and aligning data collection and outcome measurement across all of CWP's adult, youth and employer services, leading to better informed program results. In addition, CWP uses its data-driven labor market information to help focus its resources on those industries and occupations most in demand.

Strategies to Support Goal

1. Build a data repository to house data points from multiple programs; data extraction will be used to evaluate program outcomes and effectiveness, both within and across programs.
2. Develop evaluation capabilities within CWP to identify program strengths and weaknesses through use of multiple methods, and make mid-course corrections where necessary.

Programs and Activities to Support Goal and Strategies

CTHires

CTHires is the Connecticut Department of Labor's new hub for job development, training and other career services implemented in December 2015. Jobseekers and employers, both new and continuing, can use this system. In addition, it is the state's data collection and reporting system. CTHires is designed to enable WDBs to extract data to monitor ongoing performance.

Efforts to Outcomes (ETO) Performance Improvement and Coordination Project – Accountability

The ETO Project Implementation and Coordination (EPIC 2) - Accountability – will improve and align data collection and outcome measurement across all of CWP's adult, youth and employer services. The project will map service delivery and reporting requirements across programs (in terms of measures, data and alternative software systems) by cohort (i.e. youth, adults, employers). The workgroup will then integrate the information into a cohesive performance measurement framework (aligned with Results-Based Accountability standards). This framework will be used to enhance CWP's performance management capability and to improve the ETO technology platform to ensure that we have consistent policies, processes and procedures to report out on organization-wide outcomes, service delivery levels, fiscal measures and other areas of interest to CWP.

Building Evaluation Capacity

The Building Evaluation Capacity (BEC) Program is designed to help Greater Hartford nonprofits build evaluation capacity and use evaluative thinking on an organization-wide basis. It is sponsored by the Hartford Foundation for Public Giving. This program will work with organizations to:

- Enhance their knowledge about evaluation.
- Develop an evaluation plan.
- Conduct a selected evaluation project.
- Use and communicate evaluation findings.
- Apply evaluative thinking skills to multiple organizational tasks.

Through the support of the BEC program, CWP will develop a framework for evaluation. This framework will include multiple components required in evaluation, e.g., survey, data review, observation, etc., and will be developed to be adaptable for the evaluation of programs across the organization. The purpose of building this framework is to design a framework which allows for proactive evaluation which can be consistently applied (with adaptation where appropriate) in order to make program/process changes. Results will inform CWP on how programming may benefit from changes and/or enhancements to better meet client needs. This project will augment and tie in with the EPIC 2 project.

2. Describe the process used to develop the LWDB’s vision and goals, including a description of the participants in the process.

Goals and Strategies

CWP’s goals are designed to support the development of career pathways, and to improve services and outcomes for the most vulnerable workers — low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. The goals also focus on expanding education and training options that help the region’s residents to access good jobs and advance in their careers.

3. Describe the local area’s strategy to work with entities that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals established by the local board.

See page 34 - Vocational Rehabilitation, Adult Education and Literacy, and Temporary Assistance for Needy Families

See page 37 - Partner Roles and Contributions

See pages 18, 23, 27 – Goals 1, 2, 3 - Programs and Activities to Support Goals under each Goal.

4. Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups.

See page 34 – Vocational Rehabilitation

See page 37 - Partner Roles and Contributions

5. Describe how the LWDB’s goals relate to the achievement of federal performance accountability measures to support economic growth and self-sufficiency.

CWP’s goals are closely aligned with federal performance accountability measures.

- Goal 1: Improve employment outcomes for underserved populations – related to positive entered employment and earnings outcomes for adults with barriers and out of school youth.
- Goal 2: Improve access to recognized post-secondary credentials – related to increased credential rates.
- Goal 3: Collaborate regionally with partner organizations and employers to align programs and cultivate sector partnerships for in-demand industries – related to employer satisfaction and positive job-seeker outcomes.
- Goal 4: Continue to build out employer-driven services (as system customers) – related to employer satisfaction and positive job-seeker outcomes.
- Goal 5: Measure/report on programs and services to ensure transparency/accountability – related to tracking performance for continuous improvement.

6. Indicate anticipated local levels of performance for the federal measures.

CWP intends to negotiate WIOA performance levels that recognize the target populations served, a substantially larger number of enrollments into basic career services under the Adult program, and economic conditions in the region.

For purposes of this plan, anticipated local levels of performance for the primary indicators are:

Employment (Second Quarter after Exit)	
Adult	53%
Dislocated Worker	63%
Youth	62%
Employment (Fourth Quarter after Exit)	
Adult	50%
Dislocated Worker	55%
Youth	58%

Median Earnings (Second Quarter after Exit)	
Adult	\$3,300
Dislocated Worker	\$5,700
Youth	\$2,500
Credential Attainment Rate	
Adult	35%
Dislocated Worker	39%
Youth	67%

7. Describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area.

All CWP service provider contracts include performance metrics that are tied to the region's WIOA performance goals and to CWP's vision for quality service delivery. The contractor performance goals for PY15 are shown in the charts below. Contractor performance goals for PY16 will be aligned with the region's negotiated performance targets.

KRA Contract Goals	Annual Goal	Weight
New WIOA Enrollments	2,000	38%
New WIOA Participants with an IEP and online resume in CTHires	70%	15%
% of WIOA Participants Referred to Career Team BSU (new + carry-in)	70%	10%
Employed at Exit: Adults	69%	8%
Avg. Weekly Earnings at Exit: Adults	\$462	8%
Employed at Exit: DW	81%	8%
Avg. Weekly Earnings at Exit: DW	692	8%
Credential Rate: Adult ITAs	86%	4%
Credential Rate: DW ITAs	88%	4%
TOTAL		100%

Career Team Contract Goals	Annual Goal	Weight
Employed at Exit: Adults served by Job Developers	69%	19%
Avg. Weekly Earnings at Exit: Adults served by Job Developers	\$462	6%
Employed at Exit: DW served by Job Developers	81%	19%
Avg. Weekly Earnings at Exit: DW served by Job Developers	\$692	6%
Employer Satisfaction Rate	85%	20%
Subtotal: Business Services		70%
Online Learning: Customers Enrolled in JFES/WIOA	100%	10%
Online Learning: Customers Enrolled in Technical Training & Earning a Credential	10%	10%
Online Learning: Customer Employment Rate	65%	10%
Subtotal: Online Learning		30%
TOTAL		100%

WIOA Youth Contractor Goals	
Attainment of HS Diploma or GED by those youth who had not completed high school at enrollment	80%
Attainment of nationally recognized credential	80%
Placement rate	80%

IV. Coordination of Services

1. Coordination with Partner Programs and Services

Describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, Adult Education and Literacy activities and TANF. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. To avoid duplication of services to customers, and better serve customers who have need for multi-agency support, CWP establishes Memoranda of Understanding (MOUs) with partner agencies to define roles and responsibilities.

Vocational Rehabilitation

CWP employs a Disability Resource Coordinator (DRC) who leads coordination of services for individuals with disabilities and implements project activities under the federal DEI program to improve education, training and employment opportunities and outcomes for youth and adults with disabilities who are unemployed, underemployed and/or receiving Social Security disability benefits. The DRC position will be sustained under WIOA when the DEI grant funding expires.

A regularly scheduled “Access=Ability” workshop is conducted at the AJCs to inform individuals with disabilities of the wide array of services available through partners, and to advise them how to navigate the system to access those services.

The regional One-Stop system has strong partnerships and collaboration among key agencies; service coordination through an Integrated Resource Team; integrated services and resources, including blended, braided and leveraged funding and resources. Integrated Resource Teams address individual needs and provide increased support for jobseekers with disabilities.

Adult Education and Literacy

CWP has established a One-Stop Adult Education Liaison position in its One-Stop career services contract. The liaison has scheduled hours at local adult education centers to connect students with the One-Stop system; he provides career and labor market information as well as orientation to the services available on-site at the comprehensive and affiliate centers.

CWP is an integral partner and the backbone organization for the region’s Move UP! initiative, an adult literacy collaborative. Move UP!’s partners envision a regional adult literacy system that offers:

- A coordinated continuum of literacy services that can meet the education and training needs of all adult learners.
- Connections to and support from “wrap-around” services such as childcare, counseling and other social services.
- Career pathways that lead to well-paying jobs with sustainable wages.
- Coordination, communication and collaboration among all providers of adult literacy services, employers and business leaders.

Temporary Assistance for Needy Families (TANF) – CWP’s Jobs First Employment Services (JFES)

CWP’s JFES program is coordinated with the Department of Labor (DOL) and Department of Social Services (DSS). The JFES program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), the state cash assistance program for needy families within the TANF block grant. JFES activities are designed to move the hardest-to-employ recipients rapidly and effectively into employment and toward self-sufficiency. The JFES program is fully integrated into the One-Stop system; the One-Stop contractors, KRA and Career Team, serve both TANF and WIOA customers. JFES career services include case

management, job search assistance, vocational education, subsidized employment, adult basic education and/or employment-related support services such as transportation and child care assistance.

CWP and CTDSS will explore opportunities to coordinate services beyond TANF. CTDSS provides a wide range of services to children, families, older adults, persons with disabilities, and other individuals who need assistance in maintaining or achieving their full potential for self-direction, self-reliance and independent living. CTDSS delivers a wide variety of services to children, families, adults, people with disabilities and the elderly, including health care coverage, food and nutrition assistance, child support services, independent living services, energy assistance, and program grants. CTDSS administers Medicaid and the Children's Health Insurance Program; the Supplemental Nutrition Assistance Program and the Temporary Assistance for Needy Families program, among others. With a staff of about 1,900, the department provides services to more than 1 million Connecticut residents of all ages. (See Attachment VII for goals specific to CTDSS TANF and JFES program).

2. Coordination with Economic Development Activities

Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with economic development activities.

CWP works closely with the Department of Economic and Community Development (DECD) and the Department of Labor in support of their state-driven programs, e.g., Incumbent Worker Training, and Subsidized Training and Employment Program (STEP UP). CWP also fosters relationships with local economic development agencies to respond to the needs of employers that are, or are considering, locating or expanding in towns within the region. Services might include customized recruitment activities or job fairs targeted to employers receiving financial or administrative assistance from DECD or a town.

3. Coordination of Education and Workforce Development Activities

Describe how the LWDB will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

CWP works closely with the community colleges in the region, namely Asnuntuck, Capital, Manchester, and Tunxis, holding regular leadership meetings with the college deans to ensure training and courses align with employer needs and are labor market-driven. In addition, it collaborates with the region's technical high schools to offer post-secondary vocational training courses which align with CWP's sector-focused industries and in-demand occupations.

CWP plays a variety of roles relative to education and workforce investment activities carried out in the region by numerous organizations, which frequently include local adult education providers, the regional education council, community colleges, regional vocational technical high schools, and community based organizations.

- Leader – CWP leads service delivery and coordination of programs related to its targeted populations, resource development and sector work.
- Convener – CWP brings together relevant partners related to its sector work.
- Backbone – CWP acts as fiscal and administrative entity for collaboratives, initiatives and partnerships related such as Move UP! adult literacy partnership and Hartford Opportunity Youth Collaboratives.
- Supporter – CWP consults with and provides statements of support to other organizations that seek and/or obtain resources to serve job-seekers or businesses in the region.

4. Coordination of Transportation and Other Supportive Services

Describe how the LWDB will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

CWP is a member of the Jobs Access Task Force which is convened by the Central Region Council of Governments (CRCOG). This task force identifies and coordinates regional transportation needs for low income

individuals in need of transportation to their workplace. In the North Central region, workforce transportation resources have been invested in subsidies for public bus service. Payment for transportation for individual workers or job-seekers is based on need and is provided by CWP via WIOA funds. CWP also secures private funds to provide supportive services to specific target populations, including ex-offenders and individuals experiencing homelessness.

5. Coordination of Wagner-Peyser Services

Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services.

CWP and CTDOLE are co-located at the comprehensive One-Stop center, and have a strong working partnership that promotes a seamless operation, enhancing access to program services and long-term employment outcomes for both job seekers and employers. Programs and services are 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. Wagner-Peyser services are overseen by the local Job Center Director, who is a member of the CWP Board and One-Stop Committee, and meets regularly with both CWP and WIOA Title I contractor staff to ensure that service provision is coordinated and effective.

The MOU between CWP and DOL (see Attachment VIII) documents an agreement 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.

Both organizations 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 efficiency and effectiveness.
- Develops collaborative relationships with a network of other agencies and partners in the local/regional area.

6. Coordination of Adult Education and Literacy

Describe how the LWDB will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II.

CWP uses the Move UP! Partnership described in 5.1 as the vehicle for coordination of Adult Education activities. CWP will coordinate with the Connecticut Department of Education to ensure that the workforce development board is included in the Title II procurement process.

7. Cooperative Agreements

Provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of

1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

CT Department of Labor MOU – see Attachment VIII

CWP will work with CTDOL and DORS to replicate the cooperative agreement(s) in place at the state level.

V. Local One-Stop System

1. General System Description

Describe the one-stop delivery system in your local area including the roles and resource contributions of one-stop partners.

The local One-Stop Career Centers are designed to provide a full range of assistance to job seekers and employers. The centers offer training referrals, career counseling, job listings, and other employment-related services. Customers can visit a center in person or connect to the center's information through remote access via computer or phone.

The system includes a business services unit (BSU) which provides business services support to directly serve the workforce development and business needs of the North Central CT business community. The BSU will provide job development and place enrolled job seeker customers into full-time, unsubsidized jobs through the provision of job placement services heavily informed by employer relationships and business development efforts.

The partner roles and contributions are:

- CWP provides career services, training and business services at all four One-Stop centers and at the library satellite, and contributes technical support and financial resources to the facilities occupied and utilized by staff delivering WIOA Title I services.
- CT Department of Labor provides career services, training and business services at the comprehensive center, and contributes technical support and financial resources to the facilities occupied and utilized by staff delivering Wagner-Peyser, Trade Act, Veterans, UI and other DOL services.
- CT Department of Rehabilitation Services (DORS) provides career services and training to job-seekers with disabilities through referral and the Integrated Resource Team process. DORS staff do not occupy the One-Stop facility.
- CT State Department of Education (CSDE) provides adult literacy services through contracts with Title II service providers. CSDE contributes financial resources to support adult literacy assessments for job-seekers, and costs associated with the One-Stop Adult Education position who connects local adult education providers with the one-stop system. The local Manchester Adult Education program contributes financial resources to the facility occupied by its staff and students in the Manchester One-Stop Satellite.
- The CT Department of Social Services (DSS) partners with the one-stop system through the Jobs First Employment Services (JFES) program for TANF recipients. The JFES program contributes technical support and financial resources to the facilities occupied and utilized by staff delivering JFES services. CWP and CTDSS will explore opportunities to coordinate services beyond TANF at the One-Stop sites.

- A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

Each core partner is included in the one-stop delivery system: CTDOL represents Wagner-Peyser, Trade Act, Veterans, and Unemployment Insurance assistance; CSDE represents adult literacy and Carl Perkins Technical and Career Education and is included through coordination and provision of support to one-stop staff and infrastructure; DORS represents vocational rehabilitation and is included through coordination and

provision of vocational rehabilitation services to common customers; DSS represents TANF, SNAP and CSBG, and is included through the fully integrated Jobs First Employment Services program.

Each of these core partner has been involved in system planning and implementation as a member of the One-Stop Committee, the stakeholder group, or the Board.

SCSEP: Title V of the Older Americans Act: the CT Department on Aging administers SCSEP. The grantee, Easter Seals Capital Region and Eastern CT has been involved as a service provider. CWP will work with the state SCSEP coordinator to develop a WIOA MOU.

HUD Employment and Training: HUD programs are administered by local housing authorities; CWP will identify and engage with the local authorities that have HUD employment and training resources to develop MOUs.

Second Chance Act Programs: CWP is not aware of federal Second Chance Act programs in the North Central region, but does coordinate with the Department of Corrections and is the lead on Best Chance, the state-funded contextualized learning, occupational training and job placement program for ex-offenders.

- B. Identify any non-required partners included in the local one-stop delivery system.
CWP works with several partner organizations beyond those required within WIOA in order to create an integrated and comprehensive approach to the workforce development system. These partners include the four community colleges in the region and the Department of Corrections.
- C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs.
CWP and CT Department of Labor MOU – see Attachment VIII

2. Customer Access

Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and individual customers.

CWP is strongly committed to serving job-seekers who are under-represented or under-utilized in the workforce, including individuals with disabilities, ex-offenders, and long-term unemployed individuals. Principles of integrated service delivery are outlined in the MOUs with the core partners: CWP, CTDOL, CSDE and DORS. Integrated service delivery to business customers is implemented through the regional Business Services Team, with its cross-trained staff and shared guiding principles, policies and procedures.

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities.
- CWP employs a Disability Resource Coordinator (DRC) who has lead responsibility for facilitating disability awareness training, ensuring that policies and procedures do not impede access to services for individuals with disabilities.
 - CWP coordinates with CTDOL to conduct an annual review of facilities as well as policies and procedures to ensure accessibility and compliance with Americans with Disabilities Act.
 - CWP coordinated with the Bureau of Education and Services for the Blind, within DORS, for technical assistance to ensure that its website meets accessibility standards.
 - The DRC secures outside experts to provide staff training as well as providing some training herself.

- One-Stop centers in the region are equipped with adaptive technology, including:
 - For individuals with physical restrictions: adjustable workstations
 - For individuals with visual impairments: large screen monitor with Job Access With Speech (JAWS) software and customized keyboards
 - For individuals with hearing impairments: a microphone with amplifier for use in workshops, an Ubi-Duo personal communication device, and an ongoing contract with the Bureau of Rehabilitative Services for ASL interpretation services.

B. Describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

CWP is committed to the principle that all job seekers have equal access to and opportunity within the One-Stop system. This principle guides the design and implementation of service delivery in order to maximize the physical and programmatic accessibility for all job seekers. CWP's goal is to encourage and facilitate the inclusion of all job seekers equally within a comprehensive service delivery system that maximizes employment opportunities for all.

CWP and contractors will, whenever possible, apply Universal Design Principles to service locations and materials for the benefit of all customers and comply with the following laws and regulations regarding fair, uniform access to services for all job seekers.

Universal Design Principles

- Equitable Use: The design is useful and marketable to people with diverse abilities.
- Flexibility in Use: The design accommodates a wide range of individual preferences and abilities.
- Simple and Intuitive Use: Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- Perceptible Information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- Tolerance for Error: The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- Low Physical Effort: The design can be used efficiently and comfortably and with a minimum of fatigue.
- Size and Space for Approach and Use: Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

CWP plans to secure a Universal Design expert consultant to conduct a review of its service delivery system and facilities, and to recommend necessary changes; this review will be funded by CWP's Disability Employment Initiative grant.

C. Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means.

There are several technologies available to job-seekers and employers who need to access services remotely. These include:

- A variety of online learning job search and training programs available through the internet.
- CTHires, the state's online workforce system, is available for online job search, free online training through ALISON, and candidate search for employers.
- An online learning menu that includes:
 - Career Base and Career Edge - professional development and soft skills curriculum and technology
 - Simulation training videos
 - Job search strategies
 - Metrix training

- Computer literacy training

In addition to remote access through online platforms, the One-Stop Adult Education Liaison travels to several adult education centers to provide career services to students on-site. The satellite at the Hartford Public Library was established to expand access through extended evening and weekend hours. The location was selected based on its familiarity and proximity to a number of homeless shelters and halfway houses to encourage individuals with employment barriers to use One-Stop services.

3. Integration of Services

Describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners.

CTHires is the Connecticut Department of Labor's new hub for job development, training and other career services, implemented in December 2015. Jobseekers and employers, both new and continuing, can use this system. In addition, it is the state's data collection and reporting system, and is designed to enable WDBs to extract data to monitor ongoing performance. It will track the following programs:

- Wagner Peyser
- Trade Act
- WIOA

Technology restrictions do not currently allow the ability to conduct universal intake with vocational rehabilitation and adult education. CWP strongly encourages the State to prioritize implementation of an integrated technology platform across all of the core programs to improve coordination and create a much more customer-friendly system.

4. Competitive Selection of One Stop Operator

Describe the steps taken or to be taken to ensure a competitive process for selection of the one-stop operator(s).

CWP implemented a One-Stop Consortium model under WIA, and has requested technical assistance from US DOL on the required competitive process to procure a consortium under WIOA. The Board's One-Stop Services Committee establishes the service delivery model and procures contractors to deliver services at all One-Stop locations. A competitive Request for Proposal process is used to select the contractors to deliver services in accordance with CWP's service delivery model.

5. System Improvement

Describe the steps the LWDB will take to ensure continuous improvement of the area's one-stop system.

The One-Stop Committee closely monitors the operations and performance of the system, and identifies areas in need of improvement, such as factors that delay enrollment in WIOA adult or dislocated worker services.

CWP is committed to improving its One-Stop system on an on-going basis through staff development, the creation of new techniques and strategies to serve a diverse range of job seekers, and the innovative use of technology to improve and expand services to job seekers, and businesses and to manage program delivery and design. CWP staff work closely with CTDOL, DORS, DSS and the Move UP! partnership to improve coordination of services across the core programs.

VI. Description of Program Services

1. System Description

Describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2).

Adult Workforce Development Activities

American Job Center – One Stop Services: The American Job Center (AJC) system is a partnership of organizations, working as a team, to promote a universal approach to providing effective workforce assistance to job seekers and businesses. CWP has adopted the following guiding principles for the North Central region AJC One-Stop system are:

- Our Job Center must be a demand driven system with the capacity to understand business needs and match job-seekers with current openings.
- Our Job Center is the hub of CWP services to adults, accountable for screening, assessment and referral of job-seekers.
- We will establish a culture of innovation and continuous improvement.
- We will maximize the use of technology for training and customer engagement.
- Quality and timeliness of assessment and individual career planning are critical for effective service to diverse populations.
- We will empower customers to get back to work quickly through immediate career preparation and placement.
- We will provide short-term skill development opportunities to customers through Workforce Innovation and Opportunity Act.
- We will award ITAs through a competitive scholarship process.
- We will target training programs based on labor market demand.
- We will maximize resources allocated to serving WIOA enrolled customers.
- We will target special initiatives to job-seekers with barriers: persons with disabilities, ex-offenders, the long-term unemployed, public assistance recipients, and people transitioning from homelessness.
- We will align the Job Center with other CWP programs and initiatives to ensure coordination and facilitate co-enrollment: Jobs Funnel, Ready-to-Work/REACH, Healthcare and Manufacturing Sector Initiatives, Opportunity Youth programs.
- We are committed to professional development of all Job Center staff.
- We will collaborate with our partners to implement cross-training of Job Center staff.
- We expect Job Center staff to develop and enhance workforce development professional core competencies.

Through the AJC system, job-seekers are connected to the core partner programs including Wagner-Peyser, Trade Act, Unemployment Insurance, Veterans' Employment Services, Vocational Rehabilitation, Adult Education, and TANF Employment Services.

Wagner-Peyser, Trade Act, Unemployment Insurance, and Veterans' Employment Services are coordinated and aligned through the Comprehensive AJC and the shared online case management system, CTHires.

Vocational rehabilitation services are coordinated and aligned through the Disability Resource Coordinator who leads staff training, the Access=Ability workshop, and the Integrated Resource Team process.

Adult education services are coordinated and aligned through the Move UP! partnership, the One-Stop Adult Education Liaison, and participation by CSDE staff on the One-Stop Committee and CWP Board.

TANF employment services are coordinated and aligned through the Jobs First Employment Services Program and the regular regional partnership meetings; SNAP Employment and Training, Child Support and Community Services Block Grant (CSBG) services will be coordinated and aligned.

Job-seekers are connected to other CWP programs through the AJC, including:

- *Secure Jobs CT*: a pilot project to provide career services and job placement to 30 - 35 families who have experienced homelessness and are receiving rapid rehousing.
- *REACH*: a CWP specialty program that provides On-the-Job Training in nursing and healthcare IT to dislocated workers; REACH participants are generally co-enrolled in WIOA Dislocated Worker.
- *STEP UP*: the state's subsidized training and employment and on-the-job training program for companies that hire unemployed individuals and Veterans.
- *Mortgage Crisis Job Training Program (MCJTP)*: a training and job placement program open to individuals who are at risk of default.
- *Best Chance*: a state-funded contextualized education and training program for ex-offenders.
- *Jobs Funnel*: a pre-employment/pre-apprenticeship program for individuals interested in construction and energy-related trades.
- *YouthBuild*: provides GED, pre-employment and training in the construction field to eligible youth in New Britain.
- *Opportunity Youth Career Pathways*: programs funded through WIOA and Jobs for the Future/SIF include contextualized learning and occupational skills training in CWP's target sectors: healthcare, manufacturing, construction and energy.

2. Sub Grants and Contracts

Provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities and the services to be made available.

CWP will adhere to the policies contained in the CWP Standard Operating Procedures for Procurement and Contracting as approved by the Finance & Audit Committee and Board of Directors. CWP uses a competitive Request for Proposal process to solicit and select providers of WIOA Adult, Dislocated Worker and Youth services, and awards cost reimbursement contracts that include performance accountability measures.

CWP strives to have the highest quality standard of business practices. These procedures and subsequent revisions and updates reflect CWP's commitment to procuring quality and cost effective goods and services while adhering to state and federal laws and regulations and protecting the public and private investors' trust.

To ensure that the appropriate goods and services are obtained in a fair, uniform, cost effective and efficient manner that is compliant with the applicable provisions of State and Federal statutes, regulations, executive orders, CWP Table of Authorities and CWP's procurement policies and procedures.

3. Expanding Access to Employment

Describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential.

CWP's one-stop service delivery model is designed to maximize co-enrollment in WIOA Title I and Title III (Wagner-Peyser), and in other education and training programs that meet individual customer needs, such as WIOA Title II and local adult literacy programs, WIOA Title IV and other vocational rehabilitation programs, apprenticeship and pre-apprenticeship training, post-secondary middle skill certificate programs, and state and privately-funded employment and training programs.

CWP has adopted a career pathways model as the strategic framework for its plan. CWP has created a strategic career pathway framework for its core work; its operational programs will be implemented based on this framework.

- The career pathways system will provide a continuum of skill development aligned with documented employer needs; individuals will progress along the pathway toward the goal of achieving middle skill jobs.
- CWP's career pathways system provides opportunities to a wide array of job-seekers, including those with disabilities, low income/low-skilled individuals, dislocated workers, ex-offenders, and opportunity youth.
- Through this framework, CWP will build a coordinated workforce system that aligns services among community, local and state resources to prepare job-seekers with the necessary skills to ensure that employer workforce needs are met.

4. Key Industry Sectors

Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations.

CWP continually uses analytical tools (emsi and Wanted Analytics) to analyze industry and occupational trends to identify targeted in-demand occupations. This data and analysis is used in its annual ITA review to assist in determining where to guide ITA applicants and where to focus CWP resources. In addition, CWP produces a quarterly Occupational Insights Report which identifies top industry and occupation trends, and skills in demand.

5. Industry Partnerships

Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed.

CWP has used the analytical tools mentioned above to define its focus on the healthcare, advanced manufacturing and construction/energy sectors. Industry partnerships have been convened as described below. Through these partnerships, CWP works with employers to identify areas of job growth opportunities, skills needed for those jobs, and related training support programs. It uses this knowledge, along with labor market information and local employment data to define its targeted sector approach which is focused on healthcare, advanced manufacturing and construction/energy. It is also developing a targeted focus on IT occupations, and is beginning to identify employer representatives who can provide expertise and industry perspectives on IT occupational demand.

Healthcare

CWP's Healthcare sector mission is to support the development of a skilled workforce in hospitals, community-based care, and facility-based care while addressing the front line workforce challenges of skill development, retention, and advancement. CWP's healthcare initiative works with hospitals and community-based and long-term care providers to build a demand-driven workforce.

Metro Hartford Alliance for Careers in Healthcare (MACH) is an employer led network co-convened by CWP and CT Women's Education and Legal Fund (CWEALF), whose purpose is to identify and respond to workforce development and policy issues for entry level and middle skill positions in the healthcare industry.

Advanced Manufacturing

CWP's Advanced Manufacturing sector mission is to provide skill enhancement and career development opportunities which develop the skills employers need. Key focus is on training incumbent and unemployed workers for careers in strategic technological growth sectors in Connecticut including aerospace, biomedical technology, fuel cells and more (such as a STEM Workforce Initiative). In addition, CWP collaborates with CT DOL on apprenticeship initiatives, and supports DECD's apprenticeship program and efforts.

Advanced Manufacturing Employer Partnership (AMEP) is dedicated to rebuilding the manufacturing talent pipeline by assisting employers with strategies for recruitment, retention and incumbent worker training, that will grow their business, provide solid jobs, and improve regional economies. The Partnership provides oversight of the development of CWP's Advanced Manufacturing Workforce Model and the implementation of the Workforce Solutions of Metro Hartford/CCAT Manufacturing Careers Program. The group is employer-led, and co-convened by CWP and CCAT. The partnership works closely with CTDOL, DECD, the Advanced Manufacturing Centers and other training entities and stakeholders in the region to grow and enhance career pathways in manufacturing.

Construction/Energy

Jobs Funnel

The Jobs Funnel is a pre-apprenticeship program for job seekers interested in the construction and energy sectors. It is a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services with strong partnerships with the Building Trades and minority contractors in the region.

The Jobs Funnel Advisory Committee oversees the development and implementation of partnership opportunities with key stakeholders to lead efforts in all regional Jobs Funnel activities. This includes strategies for job seekers' training and placement in the construction industry sector. The committee's guidance will ensure that the North Central Region's Jobs Funnel initiatives enhance and develop a workforce which is equipped with the necessary skills to enter and advance in the state's construction and related green industry sector. The committee, which meets quarterly, guides the Funnel for ongoing construction industry strategies, partnerships and sustainability.

6. In-demand Training

Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. CWP continually uses analytical tools (emsi and Wanted Analytics) to analyze industry and occupational trends to identify targeted in-demand occupations. This data and analysis is used in its annual ITA review to assist in determining where to guide ITA applicants and where to focus its resources. In addition, it produces a quarterly Occupational Insights Report which identifies top industry and occupation trends, and skills in demand.

7. Employer Engagement

Describe the strategies and services that will be used in the local area to:

- A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;
- B. support a local workforce development system that meets the needs of businesses in the local area;
- C. better coordinate workforce development programs and economic development; and
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

A job-driven public workforce system contributes to a strong, growing economy by responding to the workforce needs of regional and local businesses to ensure positive employment outcomes for the employer and the job seeker. A representative group of employers are engaged through the partnerships as described at V1.5

CWP has created an employer engagement plan that supports the vision of a job-driven workforce system by creating a strategy to build a seamless cross-program environment driven by employer needs. This effort will include CWP staff and its core network of partners, including the American Job Centers and the Department of Labor.

Implementation of the employer engagement strategy is intended:

- To streamline and formalize our operations. Staff are empowered to engage employers on issues related to their tactical responsibilities while consistently representing the larger network of resources and services available to employers through the publically funded workforce development system.
- To create a culture where communication is more consistent and meaningful between programs, with the aim of increasing the number of cross program referrals while reducing turnaround time. Wherever possible, these strategies will be supported through continuous improvement of the shared Business Relationship Portal on CWP's ETO platform.
- To make employer engagement efforts more responsive to strategic needs. CWP managers and directors will be engaged in the planning and implementation of demand driven employer relationship building. These activities may include research on emerging sectors, the creation of customized services for employers, soliciting support for new programs, surveys, and the convening of advisory groups such as MACH and AMEP. In turn, these activities need to be supported by the board through an ad-hoc Employer Engagement Committee.

These Guiding Principles are a framework and guide to the development of the employer engagement strategy and plan:

- Emphasize partnerships with employers, not transactional relationships.
- Reduce our level of expectation on employers.
- Prioritize frequency of interaction over quantity of services delivered.
- Invest resources into staff development.
- Provide quality service to employers through seamless access to services provided by different organizations.
- Communication, marketing, and promotional activities must be purposeful and precise in order to effectively educate and motivate employers.

8. Priority for Services

Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.

CWP is strongly committed to serving job-seekers who are under-represented or under-utilized in the workforce, including individuals with disabilities, ex-offenders, and long-term unemployed individuals. It is CWP policy to grant priority for individualized career services and training services funded with Title I Adult funds to:

- Recipients of public assistance
- Other low-income individuals
- Individuals who are basic skills deficient
- Individuals with a disability whose own income meets the low income criteria, regardless of total family income
- Ex-offenders
- Veterans and spouses of certain veterans as defined in the Jobs for Veterans Act will have priority over non-veterans when all other criteria are met

See Attachment IX – Priority of Service Policy and Procedures

9. Training Services

Describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs.

Training services are provided through Individual Training Accounts (ITAs). CWP uses a competitive scholarship process to award ITAs. Factors considered in awarding ITAs include:

- Labor market demand for selected occupation
- Alignment of applicant's interests, aptitudes, existing skills, and educational and employment background with selected occupation
- Applicant's demonstrated readiness to complete training and commitment to search for and accept employment in the selected occupation
- Veterans' priority

CWP does not plan to contract for training services at this time.

10. Customer Choice

Describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided.

WIOA customers will choose from among eligible training providers and programs listed on the State of Connecticut Eligible Training Program List (ETPL) that offer training programs in demand occupations as described in this policy. The current list of priority occupations will be provided to potential scholarship applicants. Customers are informed of the ITA process through a special informational workshop, STYLE: Skills Training for Your Lifelong Employment.

A customer may select any WIOA-approved education and training program in the state, as listed on the current ETPL, if he or she meets all other criteria relating to initial and subsequent eligibility for such educational and/or training services. Individuals seeking WIOA funded assistance have the freedom of "customer choice" in selecting the training program that best fits their personal and career needs as determined through the North Central scholarship process.

11. Individual Training Accounts

Describe the process and criteria for issuing Individual Training Accounts (ITAs).

- A. Describe any ITA limitations established by the board.
- B. Describe any exceptions to the use of ITA.

It is CWP policy to award ITAs through a competitive scholarship process, and to limit ITAs to programs that offer training and credentials in occupations in demand in the North Central region's labor market. The maximum funding for each scholarship is \$7,500 effective July 1, 2015. The funding limit is subject to review and revision by the CWP One-Stop Services Committee.

CWP maintains a list of demand occupations eligible for ITA funding. This list is based on the labor market analysis conducted as part of CWP's annual strategic planning process; it will be updated annually. Occupations with projected growth and/or significant job openings and starting wages equivalent to at least 200% of federal poverty level are placed on the list. CWP assigns high and moderate priority to each occupation based on the potential wages and the levels of projected growth and/or job openings. WIOA customers will choose from among eligible training providers and programs listed on the State of Connecticut Eligible Training Program List (ETPL) that offer training programs in the occupations on the list described in this policy.

The eligibility criteria for individuals are:

- Eligible for WIOA Dislocated Worker or Adult program; Adults must meet priority of service.
- High school graduate (including GED holder).
- Passing score on scholarship application.
- The factors in the scholarship application include:
 - Priority ranking of occupation selected by applicant
 - Alignment of applicant's background, transferable skills, aptitudes and interests with the occupation/industry

- Applicant's awareness of the occupation/industry
- Applicant's readiness to enter, remain in, and complete training

Exceptions to the use of ITAs will be made when there is substantial, simultaneous labor market demand for a particular occupation that cannot be met by a provider or program currently on the ETPL.

12. Enhancing Apprenticeships

Describe how the LWDB will enhance the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers.

CWP supports CT DOL's statewide apprenticeship training program on a regional basis. CWP leverages its STEP UP program to provide further incentives to employers in meeting their employment needs, but also in job creation and employment. These efforts support CWP's focus on training and development leading to self-sustaining wages on a career pathway.

CWP and its One-Stop staff will be trained by CTDOL Office of Apprenticeship Training on the state's apprenticeship programs, and will coordinate with CTDOL to develop informational materials to ensure that One-Stop customers are informed of apprenticeship opportunities.

13. Other Program Initiatives

Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)
See Goals and Strategies - Section III

14. Service Provider Continuous Improvement

Describe the LWDB's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers.

CWP is committed to improving its One-Stop system on an on-going basis through staff development, the creation of new techniques and strategies to serve a diverse range of job seekers, and the innovative use of technology to improve and expand services to job seekers, and businesses and to manage program delivery and design. In the competitive RFP process, the proposer's plans for staff development and for the use of technology are critical indicators of organizational capacity and are considered in proposal evaluation.

CWP will work with CTDOL on review and evaluation of training provider performance and the provision of technical assistance to ETPL providers. CWP meets regularly with contracted services providers to promote and share best practices, and supports membership in and credentialing by professional associations for contractor staff.

15. Youth Program Design

Describe the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the proposed WIOA regulations are to be made available within that framework.

CWP requires that each contractor ensures each youth has access to the 14 WIOA youth service elements either directly through the contractor or through referral. A chart of the WIOA youth service elements is included in

each contract and monitored for compliance via our data management system and monthly check-ins by CWP staff. This is in addition to using CWP's career pathway model, high-quality youth development staff, and focus on in-demand industries and occupations.

- A. Definition of the term "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society." Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290.

CWP defines a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society as a youth that scores at or below a 235 on the CASAS (Comprehensive Adult Student Assessment Systems) reading scale and at or below a 235 on the CASAS math scale.

See Attachment X – Youth Priority of Service

- B. Definition of "requires additional assistance." Describe how the local board defines the term "requires additional assistance" used in determining eligibility for WIOA-funded youth programs.

Two additional assistance due to one of the following:

- Young victim of violence/assault or exposed to violence/assault
- Youth of color

16. Rapid Response

Provide a description of how the LWDB will coordinate workforce development activities in the local area with rapid response activities.

Representatives from the One-Stop Centers' career services provider, KRA, work closely with their CT DOL counterparts as part of the Rapid Response Team. The Rapid Response Team conducts, prior to layoffs, "Early Intervention" sessions where employees can learn about unemployment benefits, job search assistance, and training opportunities.