



**Capital Workforce Partners**  
**Consortium of Chief Elected Officials Meeting**  
March 23, 2016 at 10:30am  
MIRA - CRRA Trash Museum, 211 Murphy Road, Hartford CT

# AGENDA

Time	Item	Owner
11am	Welcome	Marcia Leclerc
10:30am	<b>CONSENT</b> a. Approval of December 9, 2015 Minutes (attached)	Marcia Leclerc
10:35am	<b>Discussion Items</b> <ul style="list-style-type: none"><li>• Input from Council on WIOA Local Plan (attached)</li><li>• Overview of Summer Youth Employment &amp; Learning Program (attached)</li><li>• Overview of Finance &amp; Administration</li></ul>	Thomas Phillips
11:45am	Adjournment of meeting	Marcia Leclerc

#### Next Meetings

April 27<sup>th</sup> at 10:30am

May 25<sup>th</sup> at 10:30am



**SAVE THE DATE**  
**WORKFORCE STARS BREAKFAST**  
**June 16, 2016 8:00am – 9:30am VIP Session 9:45am – 11:00am**  
**Rentschler Field, East Hartford, CT**

**Get your tickets at [www.capitalworkforce.org/workforcestars](http://www.capitalworkforce.org/workforcestars)**



## Consortium of Chief Elected Officials Council MINUTES

DECEMBER 9, 2015 AT 11AM - CCRA 211 MURPHY ROAD, HARTFORD CT

**Attendees:** Marcia Leclerc (East Hartford), Robert Lee (Plainville), Scott Kauplin (Enfield), Sydney Schulman (Bloomfield), Lisa Pellegrini (Somers), Chip Beckett (Glastonbury),

**Staff:** Thomas Phillips, Alex Johnson, Wendy Gamba, and Summer Gomes **Guest:** Lyle Wray and Jonathan Colman

Chair Marcia Leclerc called the meeting to order at 12:15pm

### **Action 1 Consent**

- a. Approval of September 15, 2015 Minutes

**Outcome:** Motion to accept the consent items was made by, Scott Kauplin and seconded by Chip Beckett. All were in favor; none opposed; the motion carried.

### **ACTIONS:**

#### **A. Accept Audit Report**

**Outcome:** Motion to accept Audit Report was made by Scott Kauplin, and seconded by Lisa Pellegrini. All were in favor; none opposed; the motion carried.

#### **B. Approve 2015-2016 Legislative Priorities**

**Outcome:** Motion to approve Legislative Priorities was made by Scott Kauplin, and seconded by Lisa Pellegrini. All were in favor; none opposed; the motion carried.

### **Discussion Items**

- FY15-16 Work plan
  - First five items on the Table of Authorities are complete.
- WIOA Plan
  - A special meeting is scheduled for January 14<sup>th</sup> for both the Board and the Consortium
- New Composition of Consortium Council
  - There was lengthy conversation around this. Hartford isn't on the Council right now and as part of their agreement to sign the ICA it was to put them on the Council when a vacancy comes open on the Council. Without a vacancy it will require to go back out to all 37 towns to get a signature to add Hartford. The Council recommends taking no action at this time and evaluate Hartford's participation on the Consortium.
- Update on American Job Center Closings
  - New Britain and Enfield closed. Management is working with CT DOL on a plan to ensure services are still available to customers and not to slow down the process.
- Consortium Engagement
  - Ideas were suggested:
    - Email Blast
    - Engage Communities
    - Share Town Profiles

**A motion to adjourn the meeting was made by Scott Kauplin at 11:55am, seconded by Sydney Schulman. All in favor; none opposed; meeting was adjourned.**

# Board Plan Discussion



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Capital Workforce Partners

Consortium of Chief Elected Officials

March 23, 2016

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# Goals

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CWP's goals are designed to support the development of its and WIOA's focus on career pathways, and support serving the most vulnerable workers — low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. They also focus on expanding education and training options to help participants access good jobs and advance in their careers.

## Goals

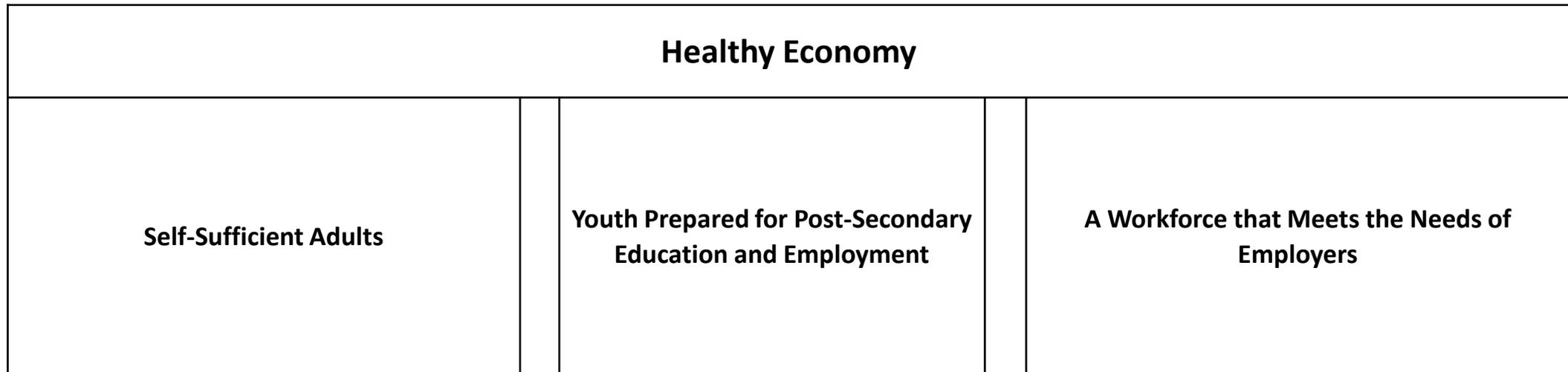
1. Improve employment outcomes for underserved populations.
2. Improve access to recognized post-secondary credentials.
3. Collaborate regionally with partner organizations, organized labor, and employers to align programs and cultivate sector partnerships for in-demand industries.
4. Continue to build out employer-driven services (as system customers).
5. Measure/report on programs and services to ensure transparency/accountability.

# Results-Based Accountability (RBA)

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## Results-Based Accountability Framework

Community Level Quality of Life Results



# CWP's Key Areas of Focus

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CWP will focus its resources and priority of services on the following populations:

- Low literate/low income (including those receiving cash assistance)
- Ex-offenders
- Individuals with disabilities
- Out-of-school youth

CWP will continue to focus on its three main industry sectors, but will emphasize the Healthcare industry:

- ***Healthcare***
- Advanced Manufacturing
- Construction

## **Goal 1: *Improve employment outcomes for underserved populations.***

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Many of today's job seekers and youth are skills deficient or low-income residents, and have the greatest barriers to employment. Support is be available to individuals through American Job Center services, and through other training and employment programs CWP supports and manages.

### **Focus on the following populations<sup>1</sup>:**

#### *Low literate/low income (including those receiving family assistance)*

- Low-income adults who have limited skills, lack work experience, and face other barriers to economic success.
- Aligns with WIOA by equipping individuals with needed skills to put them on a path to self-sufficiency.

#### *Ex-offenders*

- Targeted population within WIOA.
- CWP operates several initiatives:
  - Free to Succeed ex-offender project
  - I-BEST Second Chance (I-BESTSC) program

#### *Individuals with disabilities*

- WIOA focuses on helping individuals with disabilities access services and improve employment outcomes.
- CWP operates its Disability Employment Initiative (DEI) which focuses on promoting inclusiveness of disabled individuals to enhance competitive advantage.

<sup>1</sup> Veterans has been excluded as a key area of focus as there are veteran supports from multiple agencies in addition to many veterans taking advantage of the GI Bill to enhance their education.

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

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- 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.

### **Focus on the following population:**

#### *Out-of-school youth*

- Emphasis in WIOA is on out-of-school, out of work youth (opportunity youth), with a smaller component allowed for in-school youth.
- CWP plans on continuing to do so by dedicating 100 percent of its youth resources on this population.

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

- 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.
- CWP works closely with employers, along with examining labor market information and local employment, to define its targeted sector approach which is focused on healthcare, advanced manufacturing and construction/energy. CWP will continue to focus on its three main industry sectors, but will emphasize the Healthcare industry:
  - ***Healthcare***
  - Advanced Manufacturing
  - Construction

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

Input from a CWP-led Stakeholder Meeting to solicit input from partner and collaborative organizations to solicit input and ideas on how to best coordinate and align services for job seekers and employers.

**Key themes:**

- *Asset mapping* - inventory programs and services that are currently provided by regional organizations.
- *Customer Information sharing* – through universal intakes.
- *Cross-organization relationships* - build interrelationships to facilitate dialogue.
- *Employers* - build employer-driven services through a centralized effort towards a common goal.
- *Adult education* – better coordinate adult education with the workforce development system.

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

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- 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.

**Guiding Principals**



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

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### **Guiding Principals**

#### **1. Emphasize partnerships with employers, not transactional relationships.**

- Define employer partnership in terms of mutual benefit and look to strong relationships, past and present, as a guide for future success.
- Evaluate our capacity to assist new employer customers and target those that stand to benefit most from the services and areas of workforce specialty that we offer.
- Proactive about identifying our most successful employers and formally engage them into strategic partnership activities.

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

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### **Guiding Principals**

## **2. Must reduce our level of expectation on employers**

- Focus on long-term usefulness, not only on short-term, programmatic objectives.
- Not pressure employers to choose from a menu of products and services, but rather objectively listen, evaluate their needs and advocate on their behalf to find solutions.
- Be trained to introduce employers to the workforce development system in a way that values their needs.
- Continue to expand employer participation in advisory groups that are driven by and responsive to those employers.

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

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### **Guiding Principals**

### **3. Frequency of interaction must be prioritized over quantity of services delivered.**

- Employer relationships will be monitored closely through our shared ETO platform.
- We will find new ways to connect more regularly with employers.
- We will follow up more regularly on job seeker placements and other services, and we will identify and revive relationships that have been inactive for a defined period of time.

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

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### **Guiding Principals**

#### **4. Must invest resources into staff development.**

- Promote professional development opportunities for staff and provide opportunities for mentoring of new hires and internal staff taking on business-facing roles.
- Training materials will be continuously updated and evaluated, as well as centrally located in a shared location.

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

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### **Guiding Principals**

#### **5. Quality service to employers begins with them having seamless access to services provided by different organizations.**

- Partnerships should be nurtured to eventually include Department of Labor, Department of Economic and Community Development, other economic development organizations, private consultants/companies, community based organizations, and other CT and regional WDBs. Other examples include CCAT, CWEALF, and CBIA.

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

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### **Guiding Principals**

**6. Communication, marketing, and promotional activities must be purposeful and precise in order to effectively educate and motivate employers.**

- A consistent and targeted message will be interwoven in all printed and spoken communications. The Communications Director will support business facing staff by enhancing current tools and developing targeted communication strategies that will make it

**Employer Services Allowable Under WIOA, Assessment of Current Capacity**

<b>Business Services</b>	<b>High Capacity</b>	<b>Medium or Conditional Capacity</b>	<b>Low Capacity</b>	<b>Referral</b>
On the Job Training	X			
Incumbent Worker Training	X			
Job Recruitment Fairs	X			
Lay Off Aversion				X
Rapid Response in the case of layoffs or closings				X
Disaster Job Assistance		X		
Developing relationships and networks with large and small employers and intermediaries	X			
Recruitment	X			
Information and referrals to specialized business services traditionally not offered in the AJC			X	
Developing industry partnerships, regional skills alliances, industry skills panels, and sectoral skills partnerships	X			
Customized assistance, and in development of a registered apprenticeship program		X		
Career Pathways		X		
Skills Upgrading	X			
Skill Standard Development			X	
Certification for postsecondary credentials			X	
Marketing business services to employers		X		
Assisting employers with local, state, and federal tax credits		X		

**Human Resource Consulting Services**

Writing/reviewing job descriptions and employee handbooks		X		
Developing performance evaluation and personnel policies		X		
Creating orientation sessions for new workers	X			
Honing job interview techniques	X			
Analyzing employee turnover		X		
Explaining labor laws to help employers comply with wage/hour and safety/health regulations			X	
Customized labor market information for specific employers, sectors, industries or clusters	X			

**High:** Implementable with current staff expertise and existing processes

**Medium or Conditional:** Implementable with some additional research and process development OR Implementable currently under limited circumstances

**Low:** Cannot perform without large investment in staff expertise and process development

**Referral:** Represents a service provided by a partner or outside agency to which an employer should be referred

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

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**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 by management and the Board.**

- 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.

# CWP's Role

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CWP conducts its business on several levels within its partnerships and collaborations to achieve common outcomes and goals. Within these partnerships and collaborations, CWP will occupy different roles depending on the need and targeted populations.

The roles CWP will take are as follows:

**Leader:** CWP will lead efforts as they relate to its targeted populations and sector work, resource development, and systems alignment.

**Convener:** CWP will bring together the relevant partners as it relates to its sector work, i.e., .Metro Alliance for Careers in Health (MACH), and Advanced Manufacturing Employer Partnership (AMEP).

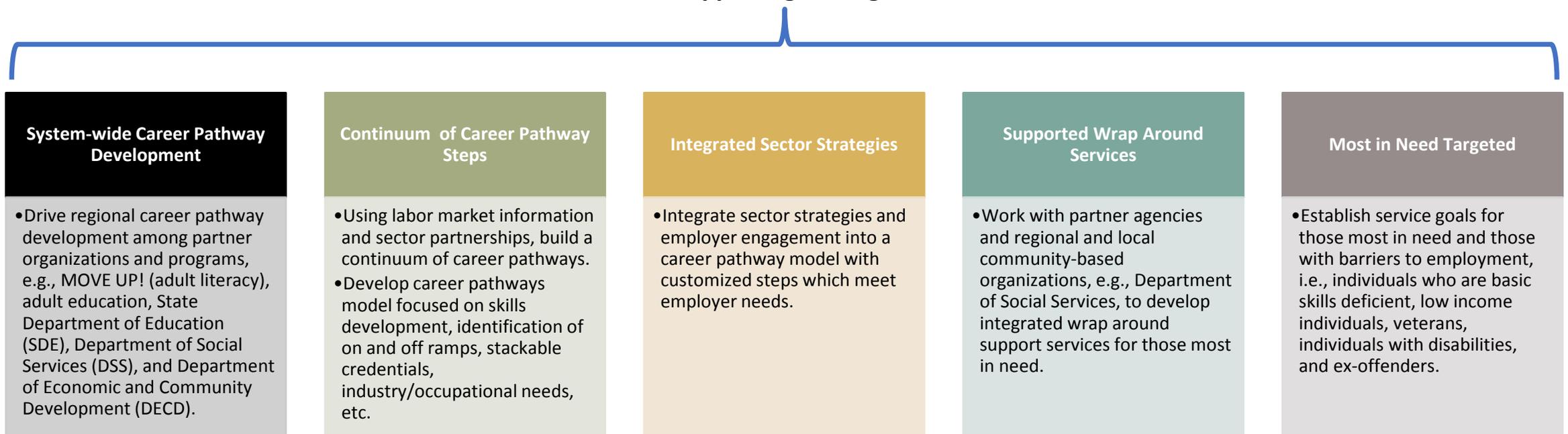
**Supporter:** CWP will support initiatives of partner organizations as they relate to CWP's targeted populations including efforts to support ISY.

**Backbone:** CWP will continue to coordinate and provide support to various dimensions and collaborators involved in initiatives as they relate to CWP's targeted populations and sector work.

# Career Pathways Strategic Framework

- As part of its core work, funding and consistent with developing a local WIOA plan, Capital Workforce Partners has created a strategic framework from which its operational programs will be implemented.
- This framework is based on developing a career pathways system where individuals gain skills along a continuum in order to achieve success, to secure middle skilled jobs, while ensuring those skills are aligned with employer needs.

## Supporting Strategies



# Timeline for Local Plan Development

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	<b>Activity</b>	<b>Due Date</b>
<b>1</b>	Summary framework draft distributed to Executive Committee	2/4/16
<b>2</b>	Summary framework draft discussed with Executive Committee	2/10/16
<b>3</b>	Education and other organizations Stakeholder Meeting	2/19/16
<b>4</b>	Plan draft distributed to Board	4/21/16
<b>5</b>	Plan draft presented at Board Meeting	4/28/16
<b>6</b>	Plan draft presented at Consortium Meeting	April TBD
<b>7</b>	Public comment period	4/29/16 to 5/30/16
<b>8</b>	Final draft distributed to Board	5/12/16
<b>9</b>	Final plan presented to Board for adoption	5/19/16
<b>10</b>	Final plan presented to Consortium for adoption	May TBD
<b>11</b>	Plan submitted to DOL	6/1/16
<b>12</b>	Plan distributed to Board	6/1/16
<b>13</b>	Plan distributed to Consortium	6/1/16



## Summer Youth Employment and Learning Program

The Capital Workforce Partners Summer Youth Employment and Learning Program is a tier structured 5-6 week, summer "work and learn" experience in July and August designed for students between 8th – 12th grades.

### Youth Programs Designed in Tiers

1. **TIER I - Project-based Learning and Career Exploration** - Career exposure activities and introduction competency development and team building.
2. **TIER II - Simulated Work Environments and Career Exploration**- Youth participate in a simulated work environment and participate in job shadowing and/or sector-related field trips.
3. **TIER III - Enhanced Employability Skills Training and Employment** – Youth participate in subsidized internships preceded by competency development, and accompanied by supervision of both worksite and teacher/program coordinator.
4. **TIER IV – CAREER CONNECTIONS Bridge Program** - Through help from a school-based career coordinator, youths receive mentoring, job readiness workshops, learn how to conduct a job search and secure unsubsidized, private sector employment.

### Career Competencies Embedded in all Programs



#### CWP Career Competencies

- Basic Skills
- Customer Service
- Computer Literacy
- Problem Solving and Decision Making
- Interpersonal Communications
- Personal Qualities
- Job Seeking Skills
- Financial Literacy

**GET INVOLVED IN YOUTH EMPLOYMENT TODAY!**

**Program Requirements**  
**CWP Summer Youth Employment & Learning Program**  
**2016**

The SYELP provides integrated work and learning opportunities to youth during the summer and is aligned with the Career Competency System developed by Capital Workforce Partners (CWP) in collaboration with area businesses. Comprehensive information about the system is located at: [www.careercompetencies.org](http://www.careercompetencies.org).

The Career Competency System, developed by CWP in collaboration with area businesses, is the foundation of all CWP youth programming. Youth progress through tiers of service as they learn and demonstrate competency in eight skills:

- Reading and Mathematics
- Customer Service
- Computer Literacy
- Problem Solving & Decision Making
- Interpersonal Communications
- Personal Qualities
- Job Seeking Skills
- Financial Literacy

During the summer, the focus is on the competencies most directly related to on-the-job performance: customer service; interpersonal communications, personal qualities, and problem solving and decision-making. Financial literacy is also critical as youth are faced with managing their summer earnings.

**Contractor Responsibilities:**

1. Contractor will assign at least one designated FTE at notification of award to continue through September 30, 2016.
2. Contractor will conduct outreach, recruitment, and intake.
3. Contractor will assess each applicant using an objective assessment approved by CWP.
4. Contractor will complete the intake process with each applicant, including completion of the SYELP application, documentation and certification of eligibility for SYELP.
5. Contractor will track the intake process through ETO as directed by CWP.
6. Contractor will maintain an intake file for each applicant referred by CWP.
7. Contractor will accept and serve eligible youth with disabilities, and provide reasonable accommodations.
8. Contractor will complete the CWP Consent and Release form, including participant and parent signature, for each minor youth enrolled in SYELP.
9. Contractor will place participants into appropriate tier level activities in accordance with CWP guidance.
10. Contractor will be accountable for worksite development, worksite supervisor orientation and worksite monitoring when operating Tier II and III programs.
11. Contractor will monitor all worksites weekly throughout the program period. Monitoring will include oversight of workplace safety, adequate supervision, compliance with worksite agreements, and identification of any issues impacting participant attendance and/or performance. Contractor will maintain documentation of worksite

monitoring, including a monitoring schedule, worksite checklists, and monitoring reports. Contractor will use the CWP worksite monitoring tool included at Exhibit J, or its equivalent.

12. Contractor will maintain accurate, timely reporting of participant demographics, assessments, worksites, employee evaluations and other applicable program information, and will complete data entry of all assessments and activity into ETO, including participant attendance, in accordance with the schedule provided by CWP.
13. Contractor will complete the assessments prescribed by CWP with each participant. Outcomes will be measured based on the assessments prescribed by CWP.
14. Contractor will administer payroll for all participants, and will develop and implement a time and attendance system to track all participant activities.
15. Contractor will pay participants on their employee payroll cycle.
16. Contractor will adhere to CWP standard time and attendance policies, and will provide the completed Time, Attendance, Payroll and Site Policies document to all staff, participants, and worksite supervisors.
17. Contractor will maintain sufficient cash flow to meet payroll on time and to operate on a cost-reimbursement basis.
18. Contractor will participate in CWP's on-site program and fiscal monitoring at least once during the contract period.



## **Summer Youth Employment & Learning Program**

### **2016 Implementation Schedule**

#### January 2016

- Send summary reports and status letters to providers

#### February 2016

- Participate in planning and workshop facilitation of City of Hartford Mayor's Youth Employment & Empowerment Day Rock Your Future
- Launch Hartford only online pre-application
- Communicate recruitment change for non-Hartford residents

#### March 2016

- Determine provider eligibility for contract renewal and submit recommendation to WIB for approval
- Identify capacity at Town of East Hartford, Enfield and Manchester
- Plan Hartford applicant intake and roster process, including randomization methodology
- Develop communication strategy to convey program changes for 2016
- Research and identify student pre-assessment tool
- Negotiate MOUs for providers' in-kind start-up services

#### April 2016

- Execute MOUs for providers' in-kind start-up services
- Meet with service providers
- Convene providers and commence staff training
- Review, update, replace program materials for service providers
- Close pre-application process April 30, 2016
- Create summer monitoring plan and update monitoring tools

#### May – June 2016

- Develop budget and slot-distribution estimates based on census data
- Hire and train temporary summer monitoring staff
- Continue provider staff training
- Issue slot level estimates to service providers
- Create and disseminate applicant rosters
- Providers conduct intake and eligibility determination

- Monitor intake and eligibility determination by providers
- Approve contract allocations
- Notify providers of final slot numbers and budgets

#### July – August 2016

- Execute contracts
- Start, run, and wrap up summer program
- Interview participants and employers for success stories and testimonials

#### September – October 2016

- Conduct provider and employer debriefings
- Compile and analyze operational and performance data

#### November 2016

- Issue final report, review and approve recommendations for program improvement in 2017