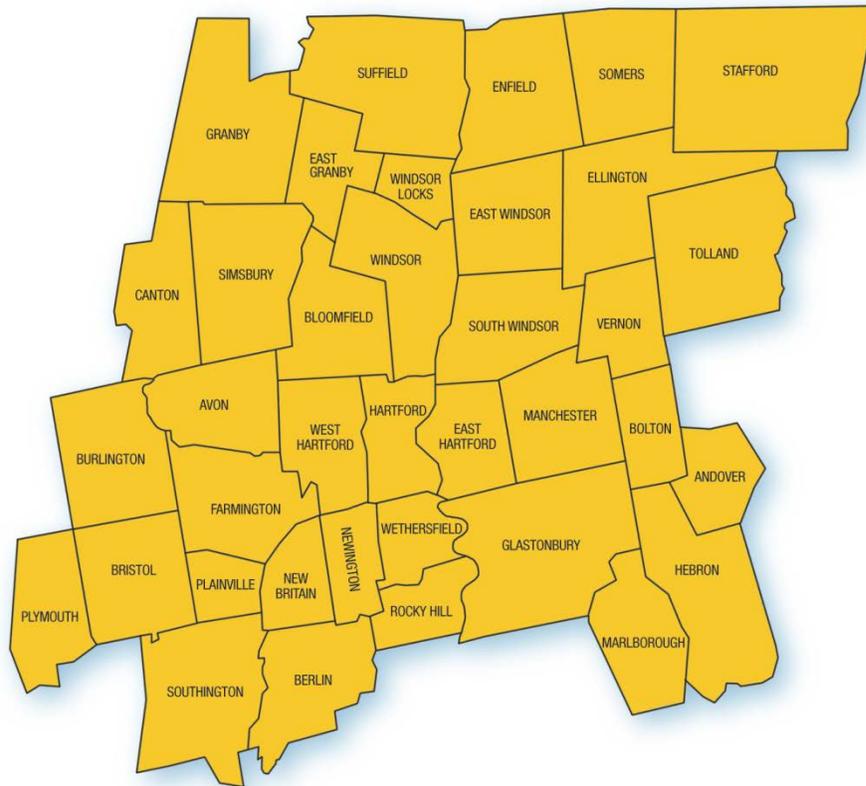




Capital Workforce Partners Strategic Plan

Serving 37 Towns and Cities in North Central Connecticut



July 1, 2016 - June 30, 2020

Contents

Executive Summary..... 3

Detailed Plan..... 6

 Overview - Capital Workforce Partners..... 7

 Career Pathways Strategic Framework 8

 Results-Based Accountability (RBA) 8

 Environmental Scan 9

 Goals and Strategies 18

 Attachments 33

Capital Workforce Partners Strategic Plan

Executive Summary

Overview

- The Board of Directors and Consortium of Chief Elected Officials are charged with steering the direction of the organization, in a policy making and fiduciary role. These entities include, and are engaged with, representatives of regional employers and other key stakeholder groups.
- Capital Workforce Partners' (CWP) plan will be a blueprint for the workforce system in its region that will develop the talent that North Central Connecticut employers need. The plan will explain how CWP uses Workforce Innovation and Opportunity Act (WIOA) and other state and federal resources to achieve that goal.
- The Strategic and WIOA Plan is divided into two sections: Section I - Strategic Plan - outlines where the Board wants the organization to focus over the next four years. Section II - WIOA Plan - lays out the operating framework from which Capital Workforce Partners will implement its strategies using its WIOA funds.

Priority Areas of Focus

Individuals

CWP will focus its efforts and resources on building a system that provides adult and youth job seekers with skills that will help them secure a job at wage levels leading to self-sufficiency, while meeting employer needs for middle skill workers. It will focus its resources and priority of services on the following populations:

Low literate/low income (including those receiving cash assistance)

CWP will focus its efforts and resources on serving these individuals to equip them with needed skills to put them on a path to self-sufficiency, aligning with the priorities established by WIOA.

Ex-offenders

Working with ex-offenders on their transition back to the workforce has been an integral part of CWP's system prior to WIOA; this population is targeted in the Act. CWP also supports the Governor's Second Chance initiatives, and is implementing the I-BEST Second Chance (I-BESTSC) program (a reentry training and education program).

Individuals with disabilities

The system-building and service delivery enhancements begun under the Disability Program Navigator and Disability Employment Initiative will continue under WIOA. CWP will focus on ensuring access to services, strengthening existing collaborations with vocational rehabilitation agencies, and connecting with youth transitioning from school to employment or postsecondary education.

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 has historically focused most or all of its youth resources and efforts on out-of-school youth, where the need is greatest and the resources are most limited. It plans on continuing to do so by dedicating 100 percent of its youth resources to this population.

CWP will focus its resources on assisting low literate/low income individuals, ex-offenders, individuals with disabilities, and out-of-school youth on career pathways leading to self-sufficient and successful adults.

Sectors

Focus on healthcare

CWP will continue to focus on three main industry sectors: Healthcare, Advanced Manufacturing, and Construction. However, it will place the most emphasis on the Healthcare industry, which is projected to have the strongest long-term growth in Hartford County (a proxy for CWP's 37 town region). CWP will continue to support the other two sectors through its convening, supporting, and backbone roles.

CWP's Goals

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.

Improve employment outcomes for underserved populations.

Job training and preparation is needed for individuals of all ages, from youth through older adults, who need the right skills in order to be successful and gain meaningful employment. Skill development will be available to individuals through American Job Center services, and through other training and employment programs CWP supports and manages.

Many of today's job seekers and youth are skills deficient or low-income residents, and have the greatest barriers to employment.

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.

Improve access to recognized post-secondary credentials.

Gaining post-secondary credentials is vital in career pathways development for both adults and opportunity youth (youth disconnected from education and employment) as credentials open doors to educational attainment and careers.

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

CWP uses labor market information and local employment data to identify its targeted sectors: healthcare, advanced manufacturing and construction/energy. Sector partnerships convened by CWP inform the design of employment and training services to assure that the region's businesses in those sectors get quality workers with the necessary career and occupational competencies.

CWP works closely with employers to identify areas of job growth opportunities, skills needed for those jobs, and related training support programs.

CWP's employer engagement plan supports that vision by creating a strategy that will build a seamless cross-program environment driven by employer needs.

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

A demand-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.

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

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 improve and align data collection and outcome measurement across all of CWP's adult, youth and employer services, leading to better informed program decisions and strategies.

CWP's Role

CWP conducts its business on several levels through partnership and collaboration to achieve common outcomes and goals. CWP will occupy different roles within each partnership or collaboration, depending on need and which populations are being targeted. The roles CWP will take are as follows:

Leader	•CWP will lead efforts related to its targeted populations and sector work, resource development, and systems alignment.
Convener	•CWP will bring together the relevant partners related to its sector work.
Supporter	•CWP will support initiatives of partner organizations by leveraging and aligning resources related to CWP's targeted populations.
Backbone	•CWP will continue to be the foundation for various initiatives with organizations and collaborators by providing strategy, coordination, and structural support as they relate to CWP's targeted populations and sector work.

Career Pathways Strategic Framework

- 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, former 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.



Results-Based Accountability (RBA)

The RBA model was adopted by CWP in 2009. RBA is a measurement approach that puts the focus on the ends – the quality of life results for a community – rather than the means – the output of a program or system. RBA enables program administrators to identify how well they are achieving a particular quality of life result and where they might need to make changes. The table below identifies those areas where CWP focuses its efforts in order to make an impact and targets its resources.

Results-Based Accountability Framework

Community Level Quality of Life Results

Healthy Economy		
Self-Sufficient Adults	Youth Prepared for Post-Secondary Education and Employment	A Workforce that Meets the Needs of Employers

Detailed Plan

Overview - Capital Workforce Partners

CWP is a private, non-profit corporation. Under the mandate of the federal Workforce Innovation and Opportunity Act (WIOA), the Governor of Connecticut, along with the Local Elected Officials (LEOs) for the North Central Region, has designated CWP as the regional Workforce Development Board and administrator for the North Central Region encompassing 37 central Connecticut (CT) municipalities.

As the regional Workforce Development Board for North Central CT, CWP coordinates comprehensive programs through private and public partner organizations to assist job seekers and employers in achieving their goals. These programs and initiatives are critical in developing a skilled, educated and vital workforce in Connecticut.

CWP's mission is to leverage public and private resources to produce skilled workers for a competitive regional economy. CWP strives to implement and coordinate an effective workforce development system that creates economic and employment partnerships among service providers, job seekers and employers in a way that enhances the economic vitality of all.

The Chief Elected Officials for the North Central Region, working through the Chief Elected Official Consortium, consisting of 37 chief elected officials in the North Central Region, oversees CWP. A majority of the CWP Board of Directors members represent private sector businesses. CWP is governed by a Board of Directors and 9 chief elected officials, selected from the Chief Elected Official Consortium, that represent the interests of the 37 municipalities in CWP's service delivery area.

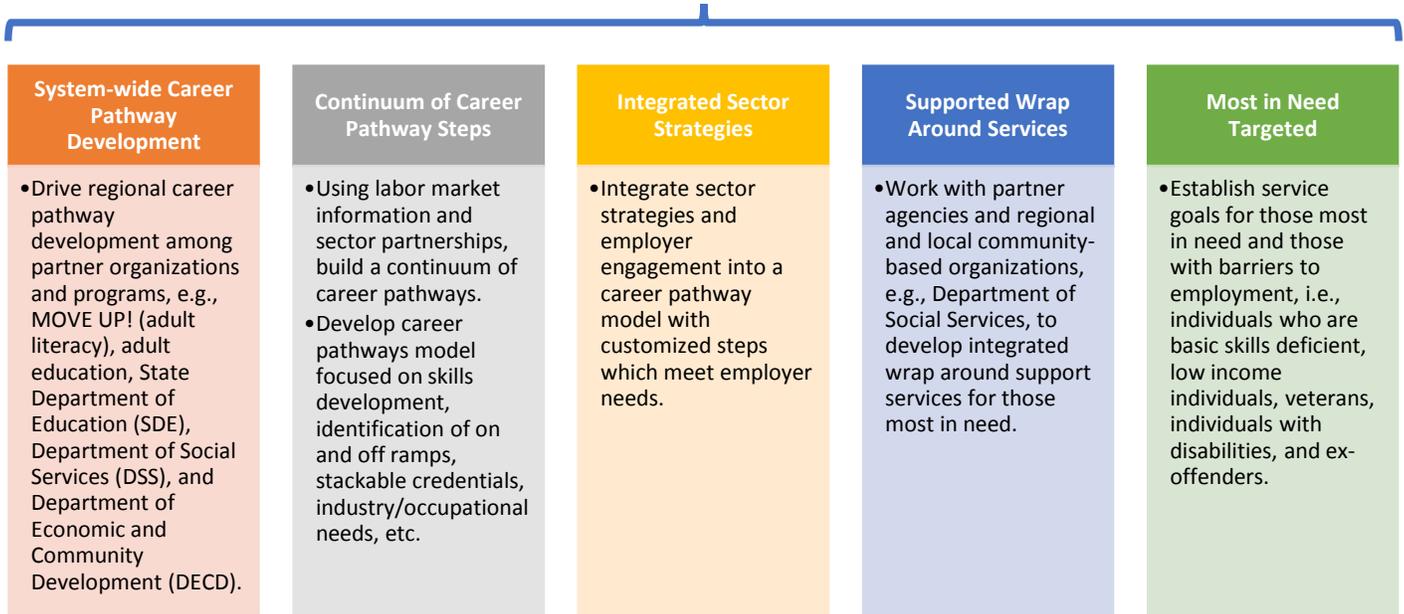
The North Central Region includes the following 37 towns and cities:

Andover	East Granby	Granby	Rocky Hill	Vernon
Avon	East Hartford	Hartford	Simsbury	West Hartford
Berlin	East Windsor	Hebron	Somers	Wethersfield
Bloomfield	Ellington	Manchester	Southington	Windsor
Bolton	Enfield	Marlborough	Stafford	Windsor Locks
Bristol	Farmington	New Britain	Suffield	
Burlington	Glastonbury	Newington	South Windsor	
Canton	Plainville	Plymouth	Tolland	

Career Pathways Strategic Framework

- CWP has created a career pathways strategic framework from which its operational programs will be implemented.
- 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, former 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 employer workforce needs are met.

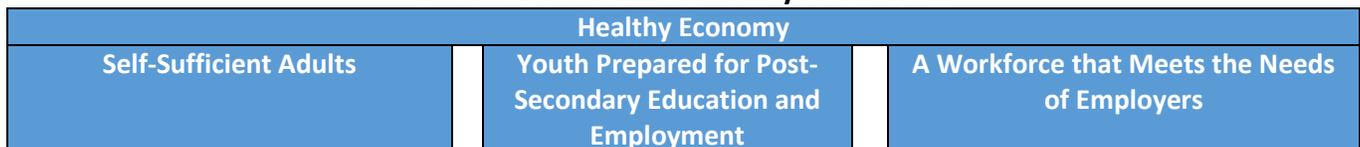
Supporting Strategies



Results-Based Accountability (RBA)

The RBA model was adopted by CWP in 2009. RBA is a measurement approach that puts the focus on the ends – the quality of life results for a community – rather than the means – the output of a program or system. RBA enables program administrators to identify how well they are doing in achieving a particular quality of life result and where they might need to make changes. The table below identifies those areas where CWP focuses its efforts and targets its resources in order to make an impact.

Results-Based Accountability Framework



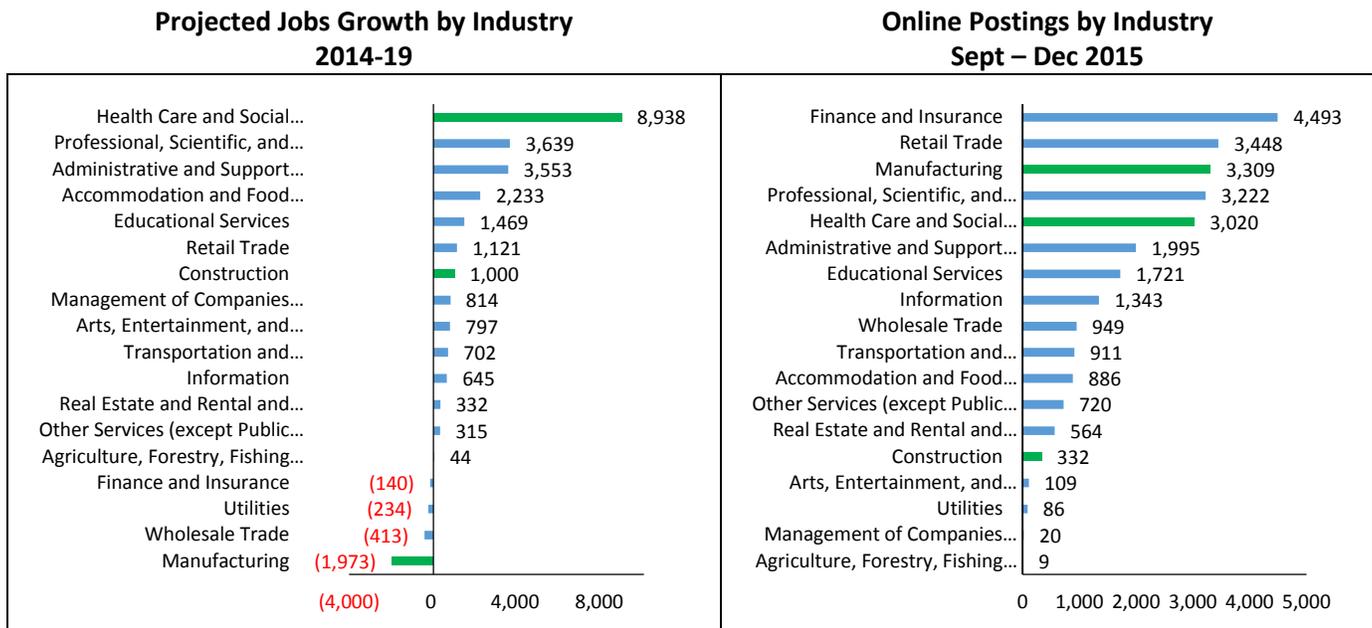
Environmental Scan¹²

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.



Denotes Capital Workforce Partners-focused industries

Healthcare Industry

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).

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

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

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

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.

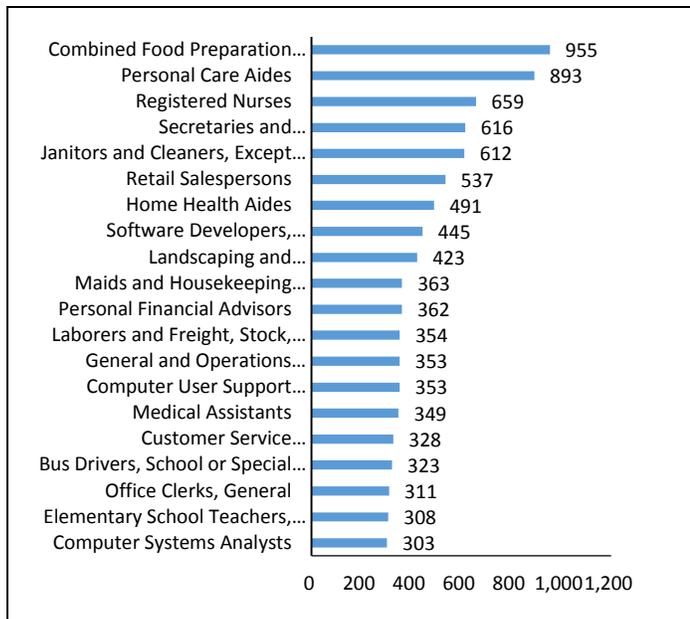
Nationally, demand for construction is well-balanced among residential, private nonresidential and public segments, and the industry is adding workers at a steady pace. In Hartford County, Construction continues to make a rebound from the recession, and is expected to grow by 4.6 percent from 2014-19. 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.

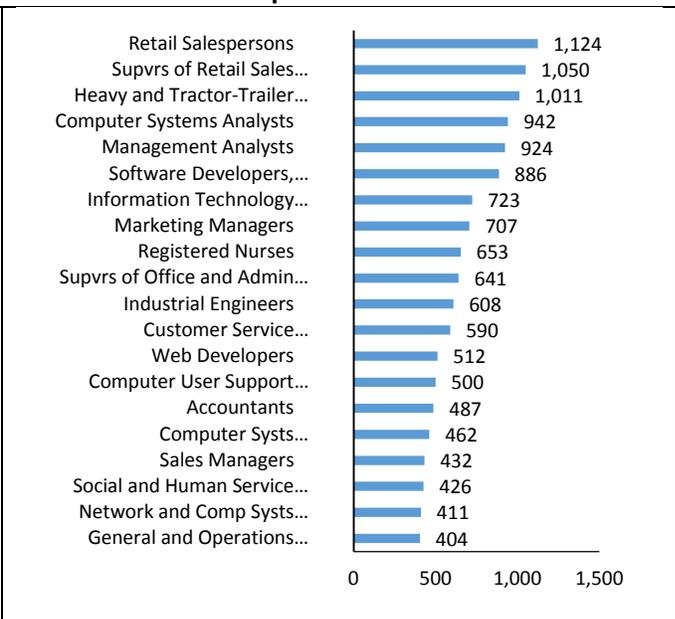
Registered Nurses continues to show itself towards the top of the list of middle skill jobs in both growth and online postings; however, most organizations require a Bachelor's Degree for nursing positions. Annual openings in this field is also ranked one of the highest at 346. Annual openings from 2014-19 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.

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.

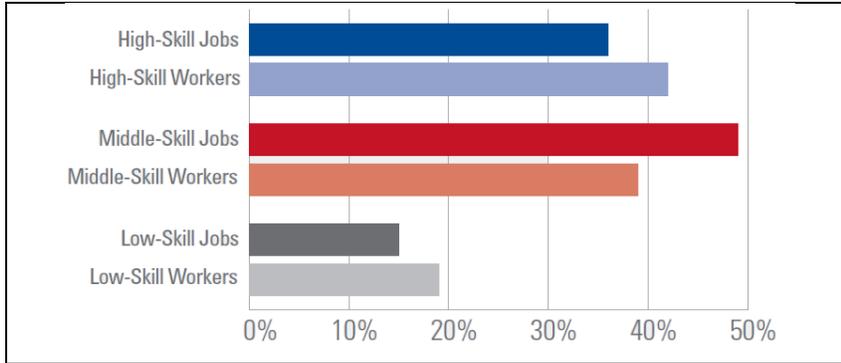
Middle-Skill Jobs

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.

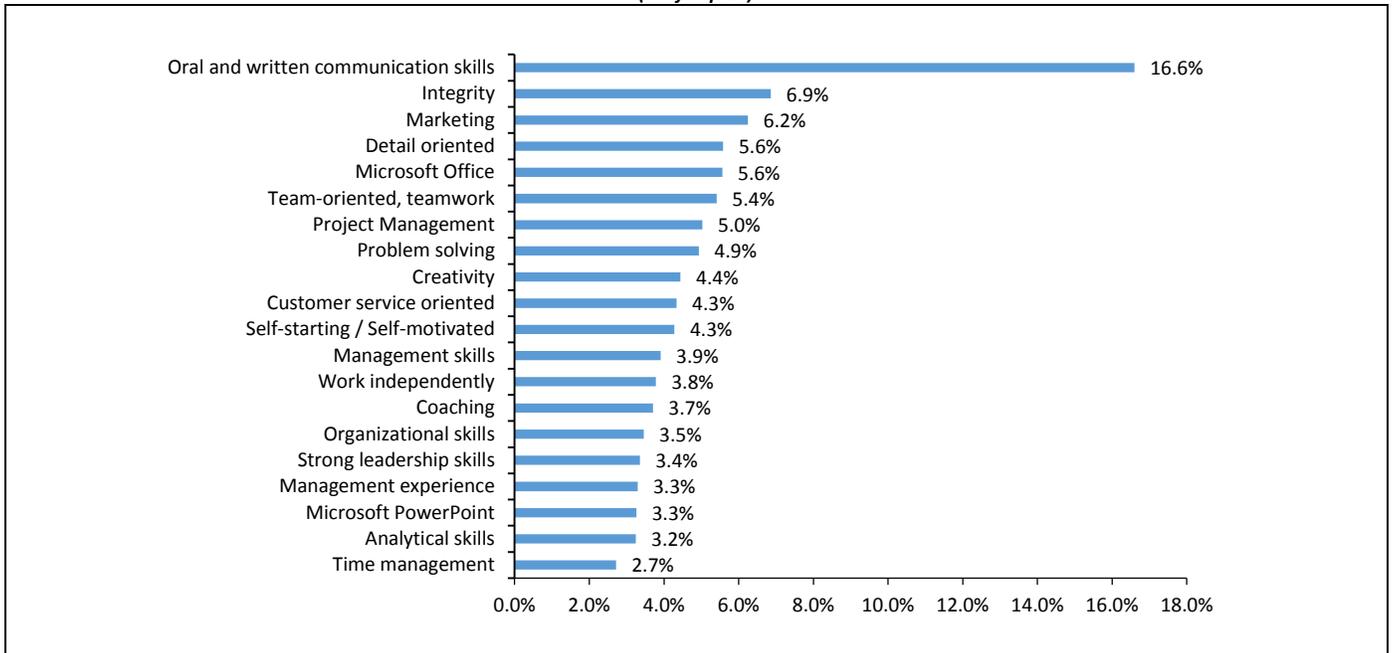
Jobs and Workers by Skills Level Connecticut - 2012



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, and soft skills often refer to an individual’s character traits and relationships with others.

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

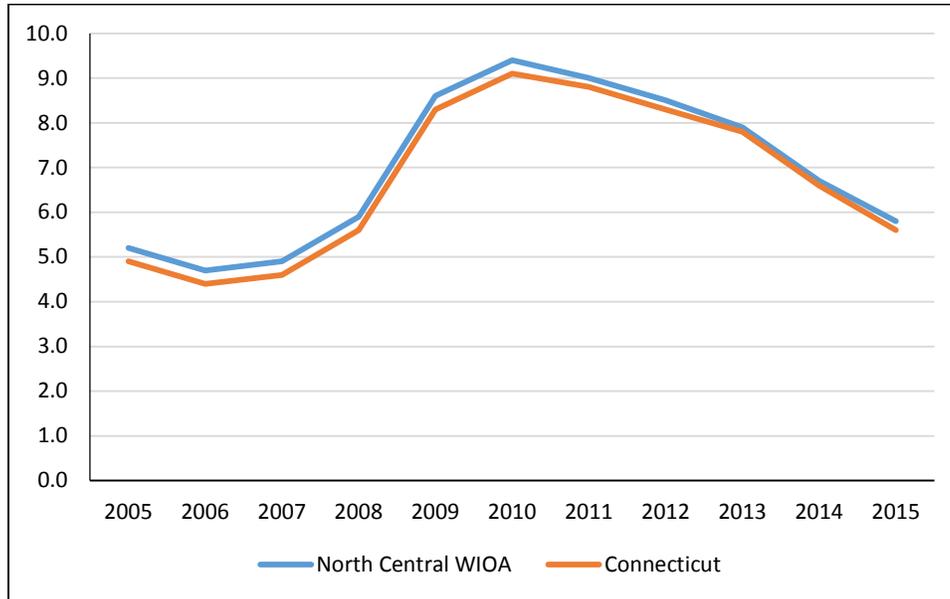


Economic Environment

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



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

Workforce Demographics

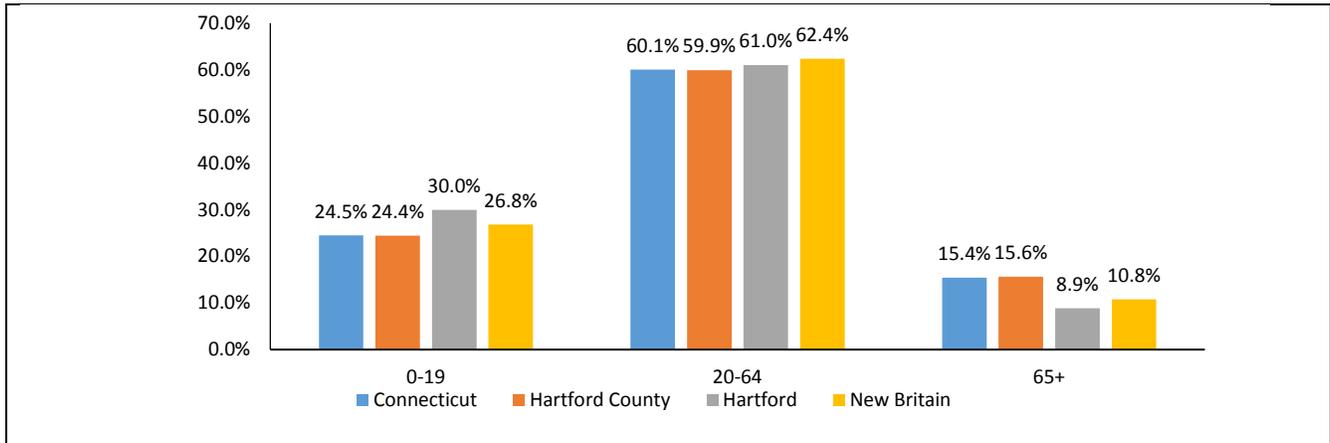
Population

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%

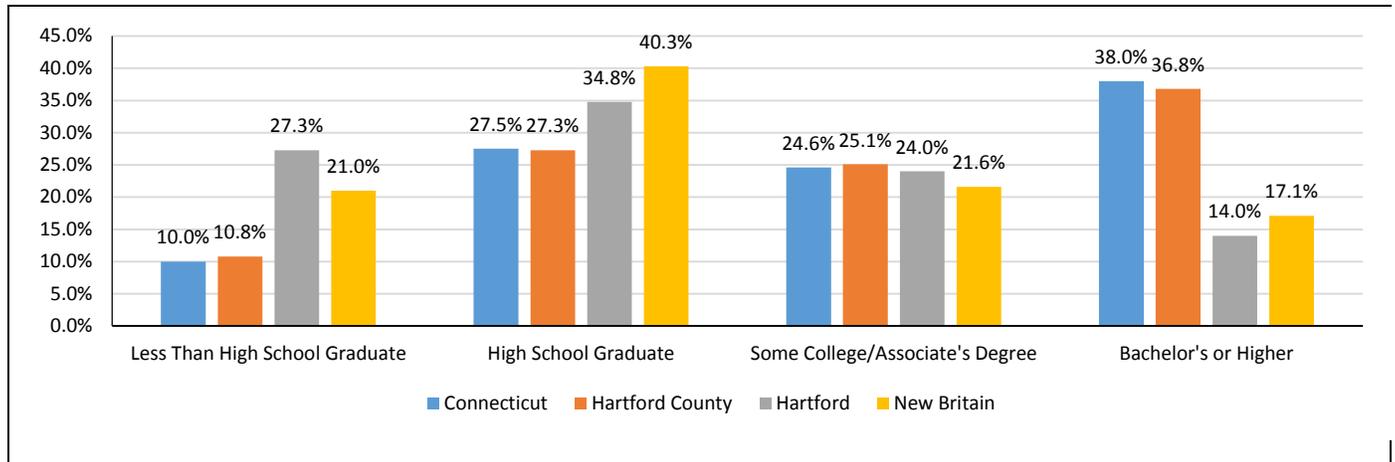
Age Distribution – 2014

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.



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.



Targeted Population Groups *See Attachment I for detailed tables.*

Individuals with Disabilities

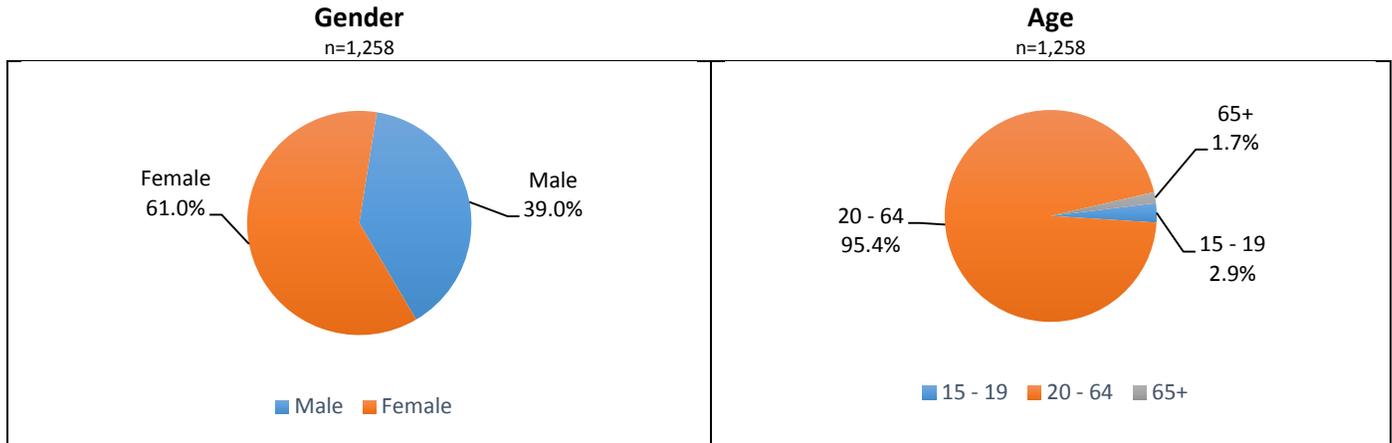
In Hartford County, almost three times (21.8%) as many individuals with a disability do not have a high school diploma compared to those without (8.2%); there are half as many individuals who have a Bachelor's degree (20.2%) than those without (40.7%). The unemployment rate for those with a disability 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.

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

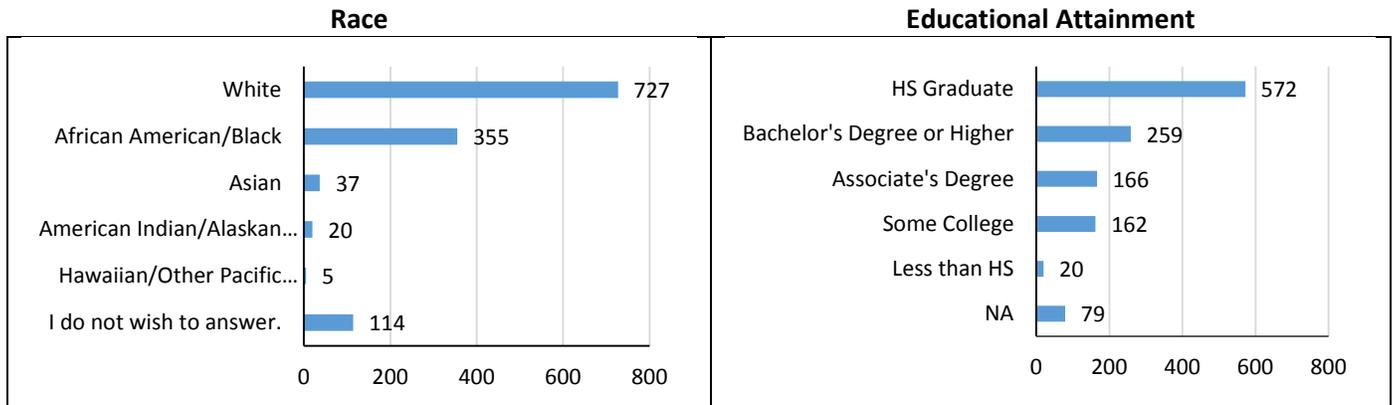
The total number of inmates released during 1/1/13 and 12/13/14 was 6,206; 11 percent female, 89% male. There were slightly more females released who were 36 and older, whereas there were more men released who were aged 35 or younger. Between 55% and 65% of individuals had less than a high school diploma. 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.

WIOA Enrolled Customer Characteristics

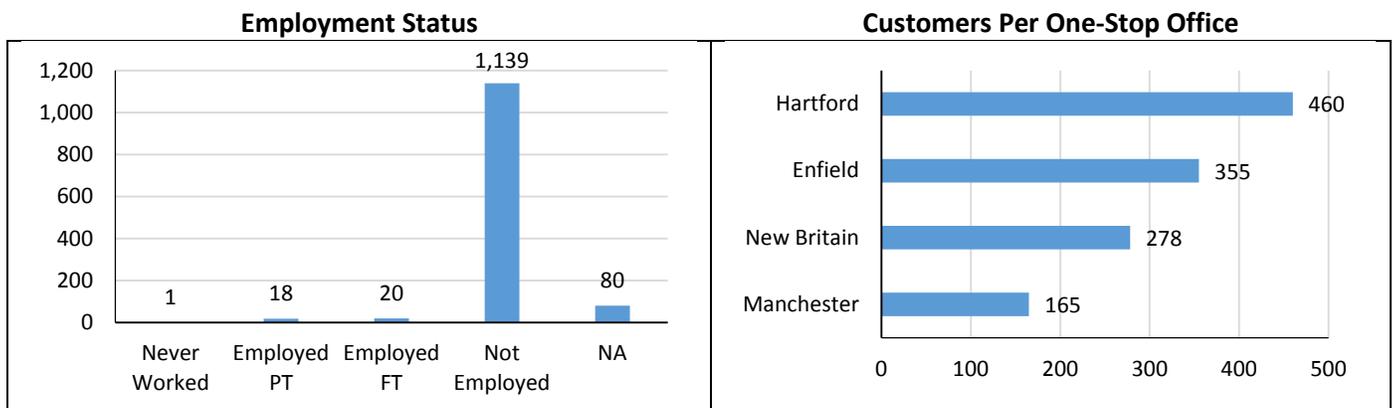
The tables below provide a snapshot of the characteristics of individuals enrolled in CWP's program as of March 31, 2016. It also shows the distribution of WIOA individuals using the four One-Stop centers in the region.



- 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+.



- 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.

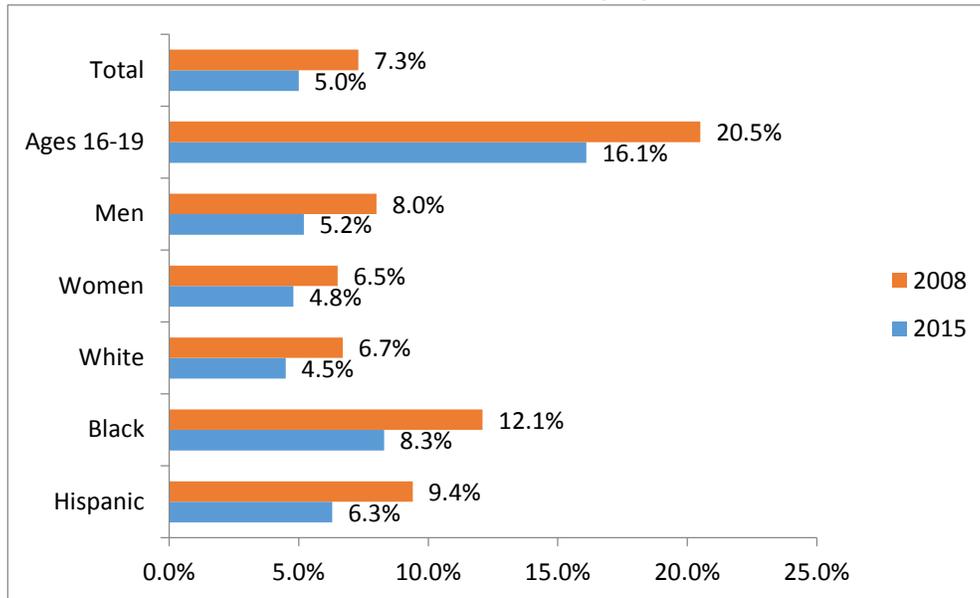


- As expected, the largest number of enrolled participants are not employed; 38 are either employed part time or full time.
- The majority of the enrolled participants (460) are served at the Hartford One-Stop; this office also has the largest number of Wagner Peyser individuals served.

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%.

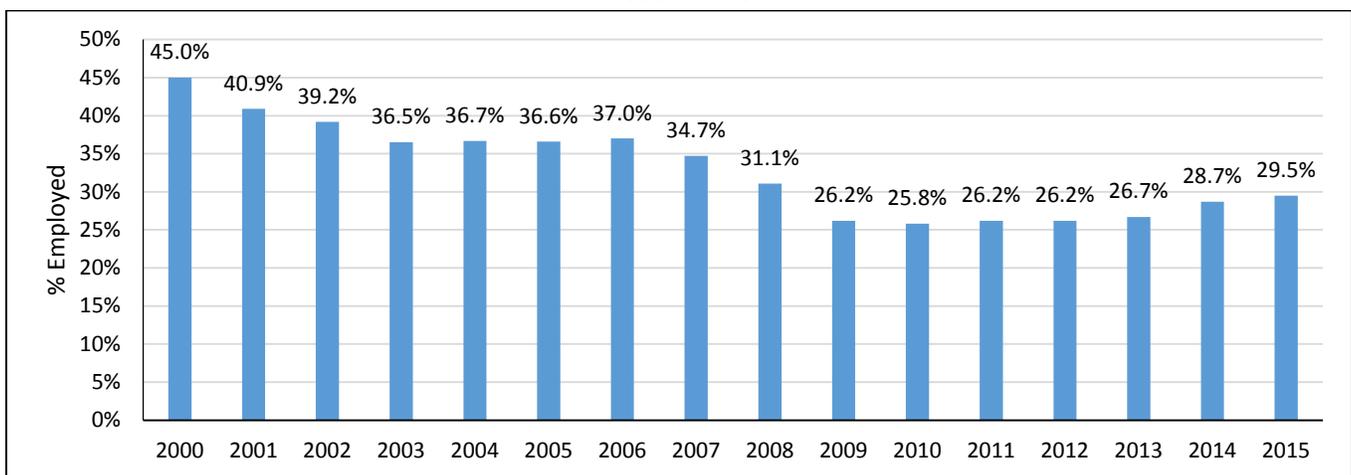
**National Unemployment by Demographic Group
December 2008 – December 2015
% of Labor Force Unemployed**



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.

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 the City of Hartford has a much higher concentration of this population with more than 6,000 opportunity youth.

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.

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, welfare 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.
- 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 programs: 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.

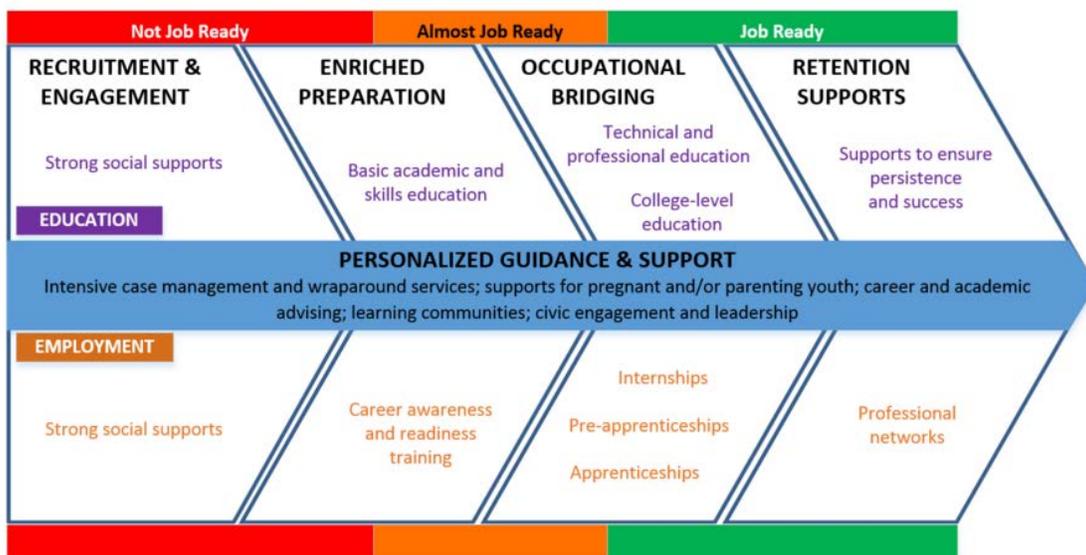
Contractor	New Youth to be Registered	Industry Focus	Type
Blue Hills Civic Association	45	Health care	College partnership
Center for Latino Progress	30	Construction	Career, based contextualized learning
Chrysalis Center	20	Construction, culinary, and warehouse	Career, based contextualized learning
Human 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

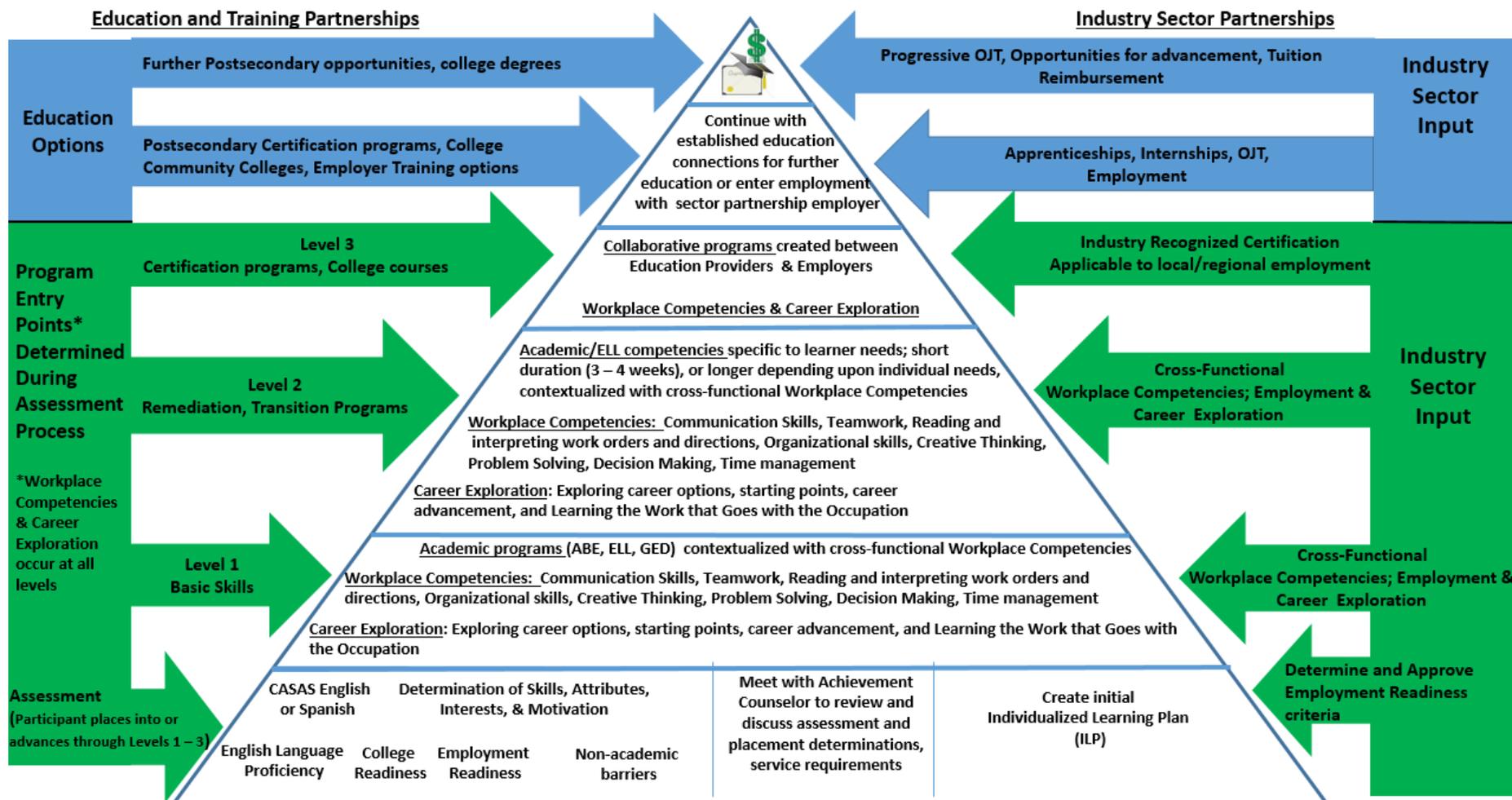
Move UP!

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



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 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.

Jobs Funnel

The Jobs Funnel is a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services for individuals seeking employment in the construction field. It is focused on the construction trade, but, within this, also targets energy jobs, e.g., energy efficiency, weatherization etc.

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.

Attachments

Attachment I Targeted Populations

Individuals with Disabilities Source: 2014 American Community Survey 1 Year Estimates

Characteristics (Source: 2014 American Community Survey 1 Year Estimates)

Population Counts

	United States		Connecticut		Hartford County	
	# w/Dis	% w/Dis	# w/Dis	% w/Dis	# w/Dis	% w/Dis
Total Civilian Non-Institutionalized Population	39,674,679	12.6%	389,252	11.0%	107,022	12.1%

Educational Attainment

	United States		Connecticut		Hartford County	
	W/Dis	W/O Dis	W/Dis	W/O Dis	W/Dis	W/O Dis
Less than high school	23.0%	10.8%	21.0%	7.8%	21.8%	8.2%
High school graduate	34.1%	26.2%	36.1%	25.9%	35.2%	25.6%
Some college/associates degree	27.2%	29.6%	23.3%	24.7%	22.9%	25.5%
Bachelors and above	15.6%	33.4%	19.6%	41.6%	20.2%	40.7%

Employment (aged 16 years and over) – Civilian Population

	United States	Connecticut	Hartford County
Unemployment Rate (w/dis)	14.9%	14.5%	20.4%
Unemployment Rate (w/o dis)	7.2%	7.9%	8.5%

Disability by Type of Disability (ages 18-64)

	United States		Connecticut		Hartford County	
	#	%	#	%	#	%
Hearing	4,057,664	2.1%	30,772	1.4%	8,875	1.6%
Vision	3,802,921	1.9%	29,718	1.3%	9,298	1.7%
Cognitive	8,669,210	4.4%	87,395	3.9%	22,814	4.1%
Ambulatory	10,225,155	5.2%	86,496	3.9%	24,364	4.4%
Self-Care	3,645,109	1.9%	34,538	1.5%	8,605	1.6%
Independent Living	7,224,420	3.7%	66,464	3.0%	16,016	2.9%

Six disability attributes (US Census Bureau):

- **Hearing difficulty** - deaf or having serious difficulty hearing (DEAR).
- **Vision difficulty** - blind or having serious difficulty seeing, even when wearing glasses (DEYE).
- **Cognitive difficulty** - because of a physical, mental, or emotional problem, having difficulty remembering, concentrating, or making decisions (DREM).
- **Ambulatory difficulty** - having serious difficulty walking or climbing stairs (DPHY).
- **Self-care difficulty** - having difficulty bathing or dressing (DDRS).
- **Independent living difficulty** - because of a physical, mental, or emotional problem, having difficulty doing errands alone such as visiting a doctor's office or shopping (DOUT).

Ex-Offenders

Characteristics (Source: 2014 American Community Survey 1 Year Estimates)

Characteristics

Ex Offender Counts - Sentenced Inmates Released

1/1/13 to 12/13/14

North Central Region

Total Population						
Female	708	11.4%				
Male	5,498	88.6%				
Total	6,206					

Age Distribution						
	<18	18-24	25-35	36-45	46+	
Female	0	96	251	188	173	
Male	16	1,077	1,999	1,169	1,237	
	16	1,173	2,250	1,357	1,410	

Education						
	Grade Level/Educational Achievement					
	% W/Less than HS Diploma	1 or more college courses	HS diploma	Grade 9 to 12	Grade 5 to 8.9	Grade 0 to 4.9
Female	63.4%	87	169	430	14	11
Male	56.6%	305	2,059	2,638	298	156
		393	2,230	3,071	316	172

Offense						
	Misdemeanor	Felony	Total	% Misdemeanor by Gender	% Felony by Gender	
Female	224	175	399	56.1%	43.9%	
Male	1,129	1,931	3,060	36.9%	63.1%	
	1,353	2,106				