

Capital Workforce Partners, Inc.

WIOA LOCAL PLAN 2024-2027

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Capital Workforce Partners | WIOA Local Plan 2024-2027

CWP's WIOA Local Plan articulates a vision for the North Central Region of Connecticut's workforce development system that enhances services to both jobseekers and employer customers and advances the CWP mission of leveraging public and private resources to produce skilled workers for a competitive regional economy.

The North Central Region continues to benefit from a robust and dynamic economy.

- 2024 overall employment levels have increased year-over-year, including **growth of 2-4%** in target sectors such as Healthcare and Transportation; however, the total employed population is still slightly below pre-pandemic levels.
- The Greater Hartford area drives employment across the state, with over **60,000 net commuters** into our region.
- Job growth in key entry-level occupations such as truck drivers and personal care aides is projected at **8-16%** over the next four years.

We must ensure that local jobseekers – especially those from underserved and marginalized communities – have equitable access to these career opportunities. Our region faces several significant challenges.

- **28%** of households in the region meet the ALICE criteria.
- Labor force participation among working age adults is around **82%** regionally, though our largest urban areas trend lower – with Hartford at **74%**.
- Labor force participation and poverty both correlate with educational attainment – adults with less than a high school diploma have a **twenty-four-percentage point** higher incidence of poverty than those with a bachelor's degree or higher.
- At the same time, **one in five** Connecticut youths are at risk of academic disconnection or are already disconnected from education.

Our vision and strategy for the future will improve equitable access to the skills and credentials urgently needed by regional employers, connecting jobseekers to high-quality career pathways. We will meet the hiring needs of our region's business community by convening Regional Sector Partnerships that co-create talent pipeline programs in a demand-driven, data-informed manner. As we advance this work, we will further build partnerships and collaboration with the broader workforce, education, and economic development ecosystem to economize limited resources and achieve heightened scale and impact.

CWP's commitment to its jobseeker and business customers necessitates a commitment to continuous improvement. We are engaged in a Vision 2024 reimagining of the American Job Centers to build a system that truly serves as the one-stop-shop for any and all individuals seeking employment and career support. This process will improve jobseeker outcomes and streamline business partner engagements, contributing to a stronger workforce development system and a more competitive regional economy.

I. ORGANIZATIONAL STRUCTURE

A. Chief Elected Official(s) (CEOs)

1. *Identify the chief elected official(s) by name, title, mailing address, phone number and email address.*

See Attachment I – Chief Elected Officials

2. *If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the CEO.*

See Attachment II – Intergovernmental Consortium Agreement

3. *If applicable, attach a copy of the agreement executed between the CEO (s) and the LWDB.*

See Attachment III – MOU between Chief Elected Officials and CWP.

4. *Describe the following:*

- i. *The nomination process used by the CEO to elect the local board chair and members;*

The Consortium shall solicit nominations and make appointments of members to the Corporation's Board of Directors in accordance with federal and state statutory criteria, the Intergovernmental Consortium Agreement and the Memorandum of Understanding between the Consortium and the Corporation.

The Governance Committee of the Board of Directors shall, along with general purpose business organizations located in the local workforce investment area, forward the names of prospective board members for nomination and appointment to the Board of Directors by the Consortium.

- ii. *The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;*

Each elected Director shall hold office for a term of three (3) years expiring at the conclusion of the final annual meeting within such term, and until their successor is elected. Such terms shall be staggered so that the Board is divided into three (3) classes of Directors, with each class containing one third (1/3) of the total number of Directors. Directors elected shall continue to serve until their respective successors have been duly appointed.

Directors shall be limited to serving no more than three (3) consecutive full three (3) year terms, for up to nine (9) consecutive years, and shall be eligible for re-election as a Director only after a one (1) year hiatus from service on the Board. Term limits shall be suspended and shall not be counted towards the calculated term limit applicable to Directors for elected Officers of the Board during their term of service. Notwithstanding the foregoing, a director's term shall end upon his or her death, resignation, or removal as provided in these bylaws.

The Board may, at its discretion, appoint former Directors to serve as Emeritus Directors of the Board, who shall not have the right to vote nor count toward a quorum. The provisions herein regarding the election of Directors, length of term and term limits shall not apply to Emeritus Directors

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;*
A director may resign at any time by giving written notice to CWP. The resignation shall take effect at the time specified in the notice, and, unless otherwise specified in the notice, acceptance of the resignation shall not be necessary to make it effective. Any vacancy occurring in the Board of Director's membership before the expiration of a Director's term, including a vacancy resulting from an increase in the number of directorships, shall be filled in the same manner as the original appointment to membership on the Corporation's Board of Directors. The directors, by a majority vote at a Board of Director's meeting where notice of such vote is previously given, may remove one or more directors only for cause. Cause shall be defined to include, but not be limited to, failure to attend three consecutive regularly scheduled meetings, breach of the duty of care, and/or breach of the duty of loyalty.
- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;*
In the event that a Director is unable to attend or participate in a meeting of the Board of Directors, such Director may temporarily appoint another person who holds a leadership and/or decision-making position in the entity which the Director represents to attend such meeting. Such designee shall not be counted for the purpose of determining the presence of a quorum at the meeting and shall not be entitled to vote but may otherwise participate in the meeting.
- v. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;*
Multiple mediums are used to promote interaction and board member participation. These are identified below, and are implemented as needed:
- Face-to-face meetings
 - Board and Committee materials e-mailed to members in accordance with the by-laws.
 - A website link is sent to Board members which houses the Board meeting materials.
 - Video calls are used in addition to face-to-face meetings.
 - Digital device use, e.g., iPads, phones, to follow meeting.
- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,*
The goal of all Board of Directors members is to encourage the firms and organizations they represent to make meaningful contributions to the mission and goals of the Corporation. Contributions include, but are not limited to, labor, financial or physical resources, advisory or technical assistance and other related in-kind assistance as deemed appropriate and necessary. The Board of Directors is also committed to prioritizing, supporting, mentoring, and investing in diversity, equity, inclusion in opportunities across the organization and the Board and to adopting meaningful board development and communication practices.
- vii. Any other conditions governing appointments or membership on the local board.*
All conditions are described above.

5. *Provide a description of how the CEO was involved in the development, review and approval of the plan.*

The Consortium of Elected Officials has been involved in multiple steps in the development of the plan. They have kept abreast of WIOA Plan activities through a quarterly update at the Consortium of Elected Officials meetings and have been involved in the development of the WIOA plan through regular accretive steps.

B. Local Workforce Development Board (LWDB)

1. *Provide a matrix identifying LWDB members including the category each member represents.*
See Attachment IV – Board of Directors

2. *Provide a description of how the LWDB was involved in the development, review, and approval of the plan.*

CWP’s Board of Directors played a significant and critical role in the development, review, and approval of the plan. In order to gain a context and provide meaningful feedback, CWP committed to the following activities to gain Board of Directors input:

Date	Activity
3/22/24	Staff workplan released
5/3/24	Staff input finalized
5/16/24	Ad hoc Board Review
5/22/24	Executive Committee Review
5/29/24	Board Meeting & Mission Moment
5/30/24	Consortium of CEOs Review
6/3/24 -6/17/24	Public Comment Period
6/21/24	Final Board Adoption
6/28/24	Submission to CT OWS

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

C. Local Administrative Entity and Grant Sub Recipient

1. *Identify the administrative entity.*

The administrative entity is Capital Workforce Partners, Inc.

2. *Identify the entity selected to receive and disburse grant funds (local fiscal agent).*

The local fiscal agent is Capital Workforce Partners, Inc.

D. One-Stop System

1. *Provide a description of the local one-stop system, including the number, type, and location of full-service and other service delivery points.*

The local One-Stop Career Centers are designed to provide a full range of assistance to job seekers and employers. The centers offer training and service referrals, career counseling, job listings, and other employment-related services. Customers can visit a center in person or connect via the Call Center.

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

- Hartford: 60 Weston Street, Hartford, CT 06120
Comprehensive Center: full co-location with CT DOL, immediate on-site access to DOL programs including Wagner-Peyser, Veterans, and Trade Act. Scheduled access to vocational rehabilitation services provided by the Bureau of Rehabilitation and the Board of Education and Services for the Blind with onsite staff scheduled on a weekly basis in Hartford. WIOA Title I services offered through scheduled staff hours at Hartford Adult Education Center.
- Manchester: 893 Main Street, Manchester, CT 06040
Affiliate Center: co-located with local Adult Education.
- Enfield: at Asnuntuck Community College, 170 Elm St, Enfield, CT 06082
Affiliate Center
- New Britain: 270 Lafayette Street, New Britain, CT 06053
Affiliate Center
- East Hartford: at Goodwin University, 417 Main St., East Hartford, CT 06118
Affiliate Center
- Bristol: Tunxis Community College, 430 North Main St, Bristol, CT 06010
Affiliate Center
- Hartford Downtown Satellite: *AJC@HPL* Hartford Public Library, 500 Main Street, Hartford, CT 06103
Satellite: Self-directed and online services, and on-site access to WIOA Adult and Dislocated Worker career services. Co-located with local Adult Education programs.

2. *Identify the process to select the one-stop operator.*

CWP selects the one-stop operator through a competitive Request for Proposal process in accordance with its procurement policy.

3. *Identify the entity or entities selected to operate the local one-stop center(s).*

Educational Data Systems, Inc. (EDSI) was selected as the contractor to deliver services in the local One-Stop centers, with oversight by CWP. Career Resources, Inc. was selected as the One Stop Operator for the period of July 1, 2020 – June 30, 2024. The one-stop operator for the period commencing July 1, 2024 will be selected through a competitive procurement process.

4. *Identify the entity or entities selected to provide career services within the local one-stop system.*

EDSI provides career services within the local One-Stop system. Services include assessment, career planning and counseling, case management, and facilitation of the Individual Training Account scholarship process. EDSI also provides facilitation of online job search and skill training, job placement and job development, and business services.

EDSI is a national workforce development, talent solutions and consulting company. EDSI works with regions, employers and jobseekers to overcome their most challenging obstacles. It was founded in 1979 and is headquartered in Dearborn, Michigan.

5. *Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.*

All career services are contracted out to EDSI.

II. ENVIRONMENTAL SCAN

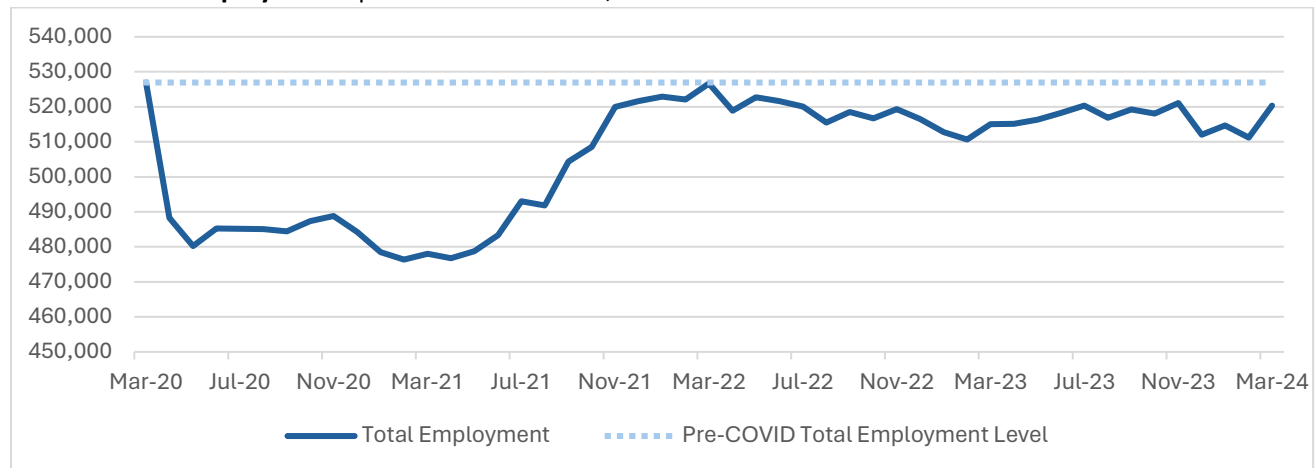
A. Provide an analysis of the local area’s economic conditions, including information on existing and emerging in-demand industry sectors and occupations.

General Economic Conditions

The North Central Workforce Development Area (WDA), comprising 37 municipalities, is one of five designated regions in the state within which employment and training services are provided under WIOA. This region determines where Capital Workforce Partners’ programming and service delivery primarily takes place, and data herein references this geographic scope whenever possible; however, due to data availability, proxies such as Hartford County (comparatively smaller) or the Hartford LMA (comparatively larger) are occasionally used and noted as such.

The North Central WDA has remained relatively stable in total employment and unemployment rates from the start of 2022 to now. As of March 2024, the region contains 28.4% (520,375) of the state’s total employed population and 28.2% (22,592) of the state’s total unemployed populations¹. This is reflective of the proportion of the state’s population concentrated within this WDA (24.8%) when additionally accounting for the demographics, barriers, skills gaps, industries, and unique economic conditions of this region.

Chart 1: Total Employment² | North Central WDA, March 2020 - March 2024



Of the 38,636 positions lost during the COVID-19 onset (March-April 2020), the North Central WDA is currently at 98.8% recovery, after having briefly reached a maximum recovery in total employment of 99.94% in March of 2022. In the aftermath of the COVID pandemic, CWP has been further compelled to reassess its strategies within the current economic and workforce landscape. The crisis has also led to a significant rise in the number of displaced workers, particularly affecting lower-wage and less-educated employee groups.

¹ CT DOL, *Local Area Unemployment Statistics Monthly Data*, by WIA, March 2024

² CT DOL, *Local Area Unemployment Statistics w/ Annual Averages - Historical Data*, by WIA, 2020-2024

CWP has continued concentrating its efforts on the most accessible and in-demand industries of the region to offer employment and training solutions, ensuring that the hiring needs of businesses in each sector are fulfilled by equipping employees with the necessary career and occupational skills. By collaborating with employers, CWP identifies emerging job areas, essential skills, and associated training programs. This insight, combined with labor market information and local employment trends, directs our strategic focus on growth sectors such as Healthcare, Manufacturing, IT & Technology, and Transportation, Distribution, & Logistics (TDL), as well as emerging industries such as the Public Sector (i.e. government and education), and Infrastructure (i.e. sustainable construction and green jobs).

Chart 2: Unemployment Rate | North Central WDA, March 2020 - March 2024



Of the total North Central WDA Labor Force of 542,967, there were 22,592 unemployed individuals (4.2%) in March 2024³. This represents a month-to-month decrease of 1.1 percentage points, but a year-to-year increase of 0.6 percentage points in the unemployment rate. Employment data for some of the region’s largest cities and towns are listed in the following table, which collectively comprise 35.8% of the total labor force of the North Central WDA.

Chart 3: Key Employment Data, Selected Towns | North Central WDA, March 2024

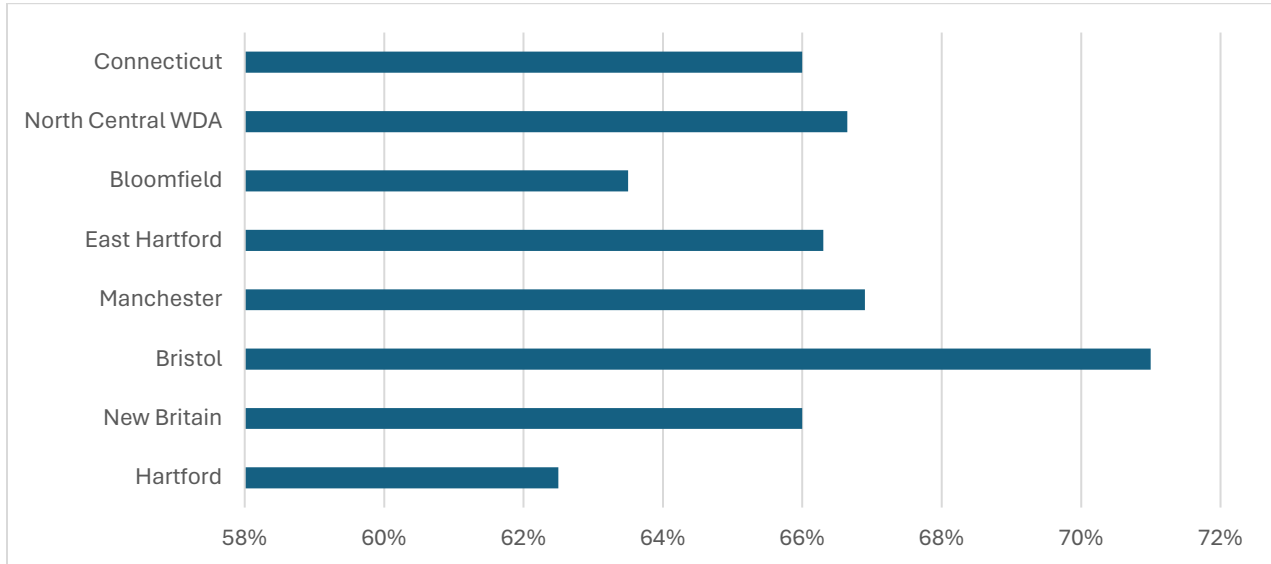
Town	Labor Force	Employed	Unemployed	Rate
North Central WDA	542,967	520,375	22,592	4.2%
Hartford	52,612	49,143	3,469	6.6%
New Britain	36,895	34,705	2,190	5.9%
Bristol	33,296	31,620	1,676	5.0%
Manchester	33,049	31,692	1,357	4.1%
East Hartford	27,141	25,749	1,392	5.1%
Bloomfield	11,869	11,355	514	4.3%

Labor force participation rate, the percentage of people aged 16 or older (unless otherwise stated) who are actively engaged in the labor force, varies significantly across towns within the North Central WDA. Chart 4 lists the labor force participation rates (LFPR) for selected major municipalities as of 2022 due to data availability, with the WDA and the State of Connecticut for reference. LFPR is the lowest at 62.5% in

³ CT DOL, *Local Area Unemployment Statistics (LAUS) Monthly Data*, by town, March 2024

the capital city of Hartford, a stark contrast to neighboring towns such as Bristol with a rate 8.5 percentage points higher at 71%. In cities such as Hartford, this indicates that a concerning proportion of the population, over a third, is neither employed nor seeking employment⁴.

Chart 4: Labor Force Participation Rate by Town/Region | 2022



When narrowing to individuals 25-64 years of age (i.e. working age adults), the LFPR for the North Central WDA is significantly higher at 82.4%. This figure is still stunted however, as it includes several major municipalities which have comparatively lower participation rates even with the narrower age bracket: Manchester with 82%, East Hartford with 78.8%, New Britain with 78.2%, and Hartford remains the lowest with an LFPR of 74.5%, meaning over a quarter of working age adults in the capital city are not participating in the labor force.

Chart 5: Labor Force Participation Rate by Educational Attainment | North Central WDA, 2022

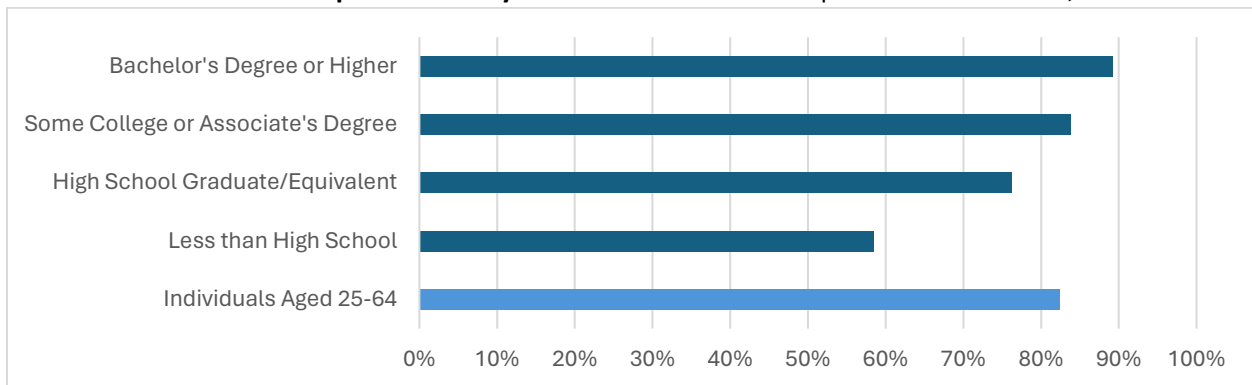
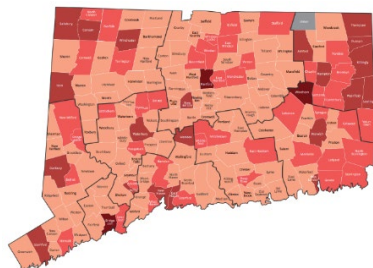


Chart 5 observes educational attainment for the population 25-64 as a key determinant of disconnection from the labor force, as well as a view at the proportion of all prime-aged (25-64) individuals in the region participating for comparison. The positive relationship between educational attainment and labor force

⁴ Census Bureau, American Community Survey (ACS), *Employment Status (S2301)*, North Central WDA, 2022 5-year estimates

participation is apparent; only 58.5% of individuals that have less than a high school completion are in the labor force, or in other words, **nearly half of them are not employed or actively searching for formal employment in the North Central WDA**. As educational attainment increases, LFPR does as well, with high school graduates or equivalent at 76.2%, those with some college or an Associate's degree at 83.9%, and those with a Bachelor's degree or higher at 89.3%.



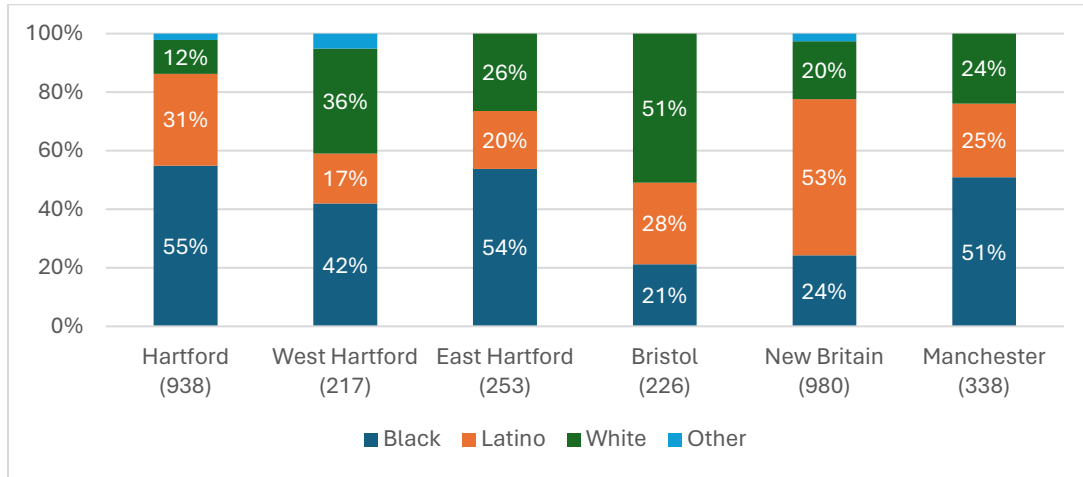
Youth academic disconnection is a direct precursor to adult disconnection from the labor force. Dalio Education reports that as of 2022, 1 in 3 CT high school students are at-risk of not graduating, and 1 in 5 CT youth (14-26) are at-risk (i.e. demonstrating in-school risk factors of falling behind on credit attainment, chronic absenteeism, or behavioral issues) or disconnected, with 10,000+ young people newly disconnected each year⁵. This amounts to 63,000 disconnected and 56,000 at-risk young people in the state. While this issue exists in every Connecticut municipality in varying degrees, the City of Hartford exhibits the largest concentrations in the state with 53% (3,618) of students at-risk, and 42% (677) of 14–26-year-olds exiting high school that were newly disconnected.

Furthermore, this crisis disproportionately affects youth of color; Dalio reports that Hispanic/Latino young people have the strongest association with disconnection from employment and/or educational attainment at 2.0 times that of White young people, with Black or African American young people having the second strongest at 1.8 times. Additionally, 44% of young people who ever attended a high-poverty high school end up disconnected, making youth currently in those schools 2.2 times more likely, compounded with the elevated proportion of people of color residing in the highest-poverty school districts in the region.

Poverty, the crisis of youth disconnection, and the byproducts of these indicators lead both youth and adults to a host of additional risks, including justice involvement. The chart below depicts the North Central WDA towns with the highest rates of total delinquent referrals, the starting point of a case in the juvenile justice system for youth under 18.

⁵ Dalio Education, [Connecticut's Unspoken Crisis: Getting Young People Back on Track, 2023](#)

Chart 6: Total Delinquent Referrals by Selected Towns and Race⁶ | North Central WDA, 2023



These six municipalities account for over 71% of the 4,117 delinquent referrals across the North Central WDA recorded between 2021 and 2023. In total, Black youth comprise 41% of referrals, and Hispanic/Latino youth 36%. Without intervention, this contributes to and mirrors data on adult justice involvement. The State of Reentry 2024 report, produced by CWP’s partner Career Resources Inc. in collaboration with the CT Reentry Collaborative, finds as of June 1, 2023, that Black/African Americans and Hispanic/Latino individuals are disproportionately represented within Connecticut’s prison and jails relative to their population size in Connecticut, representing 35% and 27% respectively of the population currently incarcerated with sentences ending within six months, and increasing to 41% and 29% for those under community supervision⁷.

Compared to their total populations, these two racial/ethnic groups disproportionately contribute to the total incarcerated, 93% of whom have less than five years of employment history or vocational training, as well as the total under community supervision, 85% of whom have five years or less of employment or vocational training, 32% having two years or less of employment experience, and 4% having never been employed. Two of the largest municipalities in the North Central WDA, Hartford and New Britain, together make up over a third (34.5%) of Connecticut’s population incarcerated on June 1, 2023 whose sentences end within six months and those under community supervision.

Business and Industry Conditions

In the last program year, CWP served over 1,400 regional employers representing every industry sector (with the exception of NAICS 21: *Mining, Quarrying and Oil and Gas Extraction*). Through the One-Stop System and numerous sector-based efforts CWP strives to meet the needs of all regional businesses and jobseekers; however, CWP targets several industry sectors for additional emphasis given their growth potential, economic impact on the region, and availability of high-quality, accessible career pathways.

⁶ CT Data Collaborative, [Juvenile Justice Equity Dashboard](#), Selected Towns (North Central WDA), 2021-2023 (Three Year Total)

⁷ Career Resources Inc., [State of Reentry 2024](#), (Data from CT Department of Corrections Census, June 1, 2023)

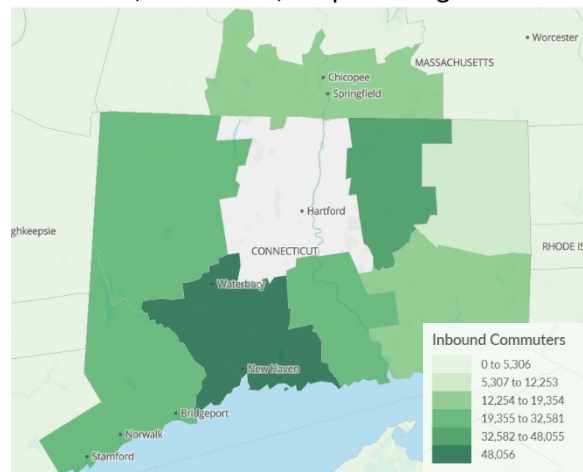
Chart 7 contains total employment numbers for several selected industry growth sectors in the Hartford Labor Market Area, with data from the most recently available month, as well as the previous month and year for comparison. Due to industry data availability, the Hartford LMA (which spans a larger geographic area than that of CWP's direct service area) is used in place of the North Central WDA, but as this scan will later demonstrate more fully, the majority of these growth sectors are still concentrated within the WDA. CT DOL uses a proprietary classification for industries that varies from NAICS and may cast a smaller or larger net for industries such as Construction (including Natural Resources and Mining), or Information.

Chart 7: Nonfarm Employment by Industry: Totals and Changes⁸

Hartford LMA | April 2023 – April 2024

Industry Growth Sectors	Apr-23	Mar-24	Apr-24	Y-to-Y Change		M-to-M Change	
				#	%	#	%
Total Nonfarm Employment	576,900	583,000	580,600	3,700	0.6%	-2,400	-0.4%
Construction, Nat. Resources, Mining	21,300	23,200	21,200	-100	-0.5%	-2,000	-8.6%
Manufacturing	55,400	54,900	54,700	-700	-1.3%	-200	-0.4%
Wholesale Trade	16,500	16,500	16,400	-100	-0.6%	-100	-0.6%
Retail Trade	49,900	49,000	49,200	-700	-1.4%	200	0.4%
Transportation, Warehousing, & Utilities	23,200	24,700	25,700	2,500	10.8%	1,000	4.0%
Information	9,000	8,700	8,500	-500	-5.6%	-200	-2.3%
Financial Activities	50,800	51,100	50,900	100	0.2%	-200	-0.4%
Professional & Business Services	74,700	74,300	73,800	-900	-1.2%	-500	-0.7%
Educational Services	14,400	14,700	14,400	0	0.0%	-300	-2.0%
Health Care and Social Assistance	98,900	100,800	101,000	2,100	2.1%	200	0.2%
Leisure and Hospitality	45,800	45,300	45,300	-500	-1.1%	0	0.0%
Other Services	21,500	22,200	22,200	700	3.3%	0	0.0%
Government	95,500	97,600	97,300	1,800	1.9%	-300	-0.3%

The largest year-to-year growth sectors are *Transportation and Warehousing* and *Health Care and Social Assistance*; the former, despite being a more seasonal industry, has seen 30% growth in the supply of jobs



since 2018; the latter, a consistently dominant industry in this region both in terms of job postings and total employment, shows steady growth of 5% since 2018. The *Government* sector is also a significant growth industry in this region, nearing the same increase in total employment as all nonfarm employment month to month. Additionally, a notably high decrease in employment year-to-year can be seen for the *Information* industry, likely as a result of a variety of economic pressures including COVID over-hiring. These aforementioned industries, though varying in

Map of Commuting Patterns into Hartford County, 2023

⁸ CT DOL, *Current Employment Statistics (CES)*, by LMA, March 2024

their current situation, are all projected to increase in employment by 2027 significantly⁹.

66,594 net commuters (i.e. the difference between inbound and outbound commuters) were employed in Hartford County from neighboring counties, which all comparatively had negative net commuters (i.e. more individuals commuting out of the county than entering)¹⁰. More specifically, the industries that CWP engages with most saw 17,932 net commuters (26.9% of all net commuters into Hartford County) led by the *Health Care and Social Assistance* industry with 5,869 net commuters in 2023¹¹. This is illustrative of the North Central Region's impact on the state as a whole, and is further reinforced with total employment for the priority industries in Hartford comprising 31.2% of the entire state, and job postings for the occupations within these industries in Hartford County being 33.7% of the entire state over the past 90 days¹².

Chart 8: Top 10 Entry Level Occupations for Selected Industries¹³ | Hartford County, 2023-2027

SOC	Occupation	2023 Jobs	2027 Jobs	2023 - 2027 % Change	Median Annual Earnings	% Female	% Diverse	Typical Entry Level Education
31-1128	Home Health and Personal Care Aides	13,941	16,166	16%	\$33,174	84%	67%	HS diploma or equiv.
53-7065	Stockers and Order Fillers	10,152	10,603	4%	\$35,284	37%	50%	HS diploma or equiv.
53-7062	Laborers/Freight, Stock, and Material Movers, Hand	8,620	9,186	7%	\$35,343	22%	56%	No formal ed.
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,856	5,223	8%	\$50,420	5%	47%	Postsec. nondeg.
51-2098	Misc. Assemblers and Fabricators	3,531	3,452	-2%	\$36,955	39%	49%	HS diploma or equiv.
53-3033	Light Truck Drivers	3,399	3,736	10%	\$44,331	9%	48%	HS diploma or equiv.
31-9092	Medical Assistants	3,243	3,610	11%	\$42,477	93%	49%	Postsec. nondeg.
15-1232	Computer User Support Specialists	3,201	3,248	1%	\$58,217	29%	34%	Some college, no deg.
51-4041	Machinists	3,068	3,138	2%	\$60,097	4%	22%	HS diploma or equiv.

Unless otherwise stated, CWP defines ‘entry level’ occupations as those with postsecondary nondegree or lower educational requirements, and less than two years of experience required. The top ten entry level occupations in CWP’s target industries with less than five years of experience (due to filtering limitations), are 1) projected to increase in total employment in the next three years (in some cases, such as *Home Health and Personal Care Aides*, increasing in the double digits), 2) have comparatively higher rates of diverse employment, and 3) show higher median annual incomes than the top 10 of all entry level occupations regardless of industry. Not only will the need for these occupations increase significantly by 2027, but we notice a significant demand for them currently through active, unique job postings.

⁹ Lightcast, *Industry Snapshot*, NAICS 484, 493; 62; 92; 5415, 5416; Hartford County

¹⁰ Lightcast, *Commuter Map*, Hartford County, 2023

¹¹ Lightcast, *Occupation Map*, SOC 15-0000, 29-0000, 31-0000, 53-0000, 51-0000; Hartford County, 2023

¹² Lightcast, *Job Postings Table*, Hartford County, Last 90 Days

¹³ Lightcast, *Occupation Table*, SOC 15-0000, 29-0000, 31-0000, 53-0000, 51-0000; Hartford County, 2023-2027

Significant hiring demand is also present in a variety of occupations outside of these selected industries, including in: Retail and Food Services, Education (e.g., Teachers, Paraprofessionals), and Childcare.

These occupations and the industries that they comprise represent starting points for the most in-demand and well-established career pathways accessible to the North Central Region's marginalized populations. CWP's focus is framed by employer input from various avenues, a data informed approach, the eight Good Jobs Principles. CWP is committed to identifying and filling those positions most apt for our constituents, and additionally working with employers to align their workplaces better to the Principles in their entirety.

B. Provide an analysis of the employment needs of employers in those industry sectors and occupations.

When considering what opportunities are available for individuals with low educational attainment to engage in the labor force, the most occupied positions in each of the region's industry growth sectors provide few options for those without at least some college or postsecondary nondegree award, and even few for those with less than a high school diploma. Chart 9 demonstrates the staffing patterns of these industries and lists the top five occupations for each by total employment, which comprise from 22.6% of the industry for Manufacturing, to 37.7% of IT/Tech, 38.7% of Healthcare, and 63.9% of the TDL industry¹⁴.

Chart 9: Staffing Patterns: Top 5 Occupations in Selected Industry Growth Sectors
Hartford County | 2023 (with projection to 2027)

Code	Description	2023 Emp.	% Change (2023-27)	% Total Jobs in Industry	Median Hourly Earnings	Typical Entry Level Education
62	Health Care and Social Assistance	87,225	8%			
31-1128	Home Health and Personal Care Aides	12,931	17.0%	15.3%	\$15.93	HS diploma or equiv.
29-1141	Registered Nurses	8,690	5.3%	10.3%	\$43.85	Bachelor's degree
31-1131	Nursing Assistants	5,521	2.0%	6.6%	\$17.49	Postsec. nondeg.
31-9092	Medical Assistants	3,020	11.6%	3.6%	\$20.40	Postsec. nondeg.
29-2061	Licensed Practical and Licensed Vocational Nurses	2,409	3.0%	2.9%	\$29.63	Postsec. nondeg.
484, 493	Transportation, Distribution, Logistics (TDL)	26,142	11%			
53-7065	Stockers and Order Fillers	2,736	8.7%	20.9%	\$16.96	HS diploma or equiv.
53-7062	Laborers/Freight, Stock, and Material Movers, Hand	2,387	13.0%	18.2%	\$16.99	No formal ed.
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,279	11.8%	17.4%	\$24.14	Postsec. nondeg.
53-7051	Industrial Truck and Tractor Operators	569	15.9%	4.3%	\$19.17	No formal ed.
53-1047	First-Line Supervisors of Transpo. and Material Moving Workers, Except Aircraft Cargo Handling	405	14.0%	3.1%	\$29.16	HS diploma or equiv.
5415, 5416	IT/Tech	35,384	5%			
15-1252	Software Developers	2,006	15.0%	14.6%	\$49.17	Bachelor's degree
15-1232	Computer User Support Specialists	828	10.7%	6.0%	\$27.99	Some college, no deg.

¹⁴ Lightcast, *Staffing Patterns*, NAICS 484, 493; 62; 31-33; 5415, 5416; Hartford County, 2023-2027

11-3021	Computer and Information Systems Managers	817	11.5%	6.0%	\$66.42	Bachelor's degree
13-1111	Management Analysts	793	8.0%	5.8%	\$45.50	Bachelor's degree
11-1021	General and Operations Managers	721	8.6%	5.3%	\$55.70	Bachelor's degree
31-33	Manufacturing	52,134	0.0%			
51-4041	Machinists	2,907	2.2%	5.6%	\$28.87	HS diploma or equiv.
51-2098	Miscellaneous Assemblers and Fabricators	2,509	(4.1%)	4.8%	\$17.77	HS diploma or equiv.
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,282	(0.5%)	4.4%	\$23.67	HS diploma or equiv.
51-1011	First-Line Supervisors of Prod. and Operating Workers	2,089	1.0%	4.1%	\$35.62	HS diploma or equiv.
17-2112	Industrial Engineers	1,900	3.2%	3.7%	\$48.37	Bachelor's degree

Chart 10 below depicts the top five entry level occupations requiring 0-5 years for each of CWP's selected industry growth sectors. The highlighted occupations are those which are in the top five for the industry, regardless of educational and experience requirements (previous chart), and account for 90% of the top entry level five occupations in each sector. This is to say, that CWP's focus on middle skills occupations and skills-based hiring is actively contributing to the most occupied and in-demand positions for our region, making high quality jobs accessible to Hartford's diverse and often disadvantaged communities. These entry level positions account for a significant proportion of the total employment in these industries, with 41.3% in TDL, 28.3% for *Healthcare*, 18.9% in *Manufacturing*, and 6.0% in *IT/Tech*¹⁵.

Chart 10: Staffing Patterns: Top 5 Entry Level Occupations in Selected Industry Growth Sectors
Hartford County | 2023 (with projection to 2027)

Code	Description	2023 Emp.	% Change (2023-27)	% Total Jobs in Industry	Median Hourly Earnings	Typical Entry Level Education
62	Health Care and Social Assistance	87,225	8%			
31-1128	Home Health and Personal Care Aides	12,931	17.3%	15.3%	\$15.95	HS diploma or equiv.
31-1131	Nursing Assistants	5,521	2.0%	6.6%	\$17.49	Postsec. nondeg.
31-9092	Medical Assistants	3,020	11.6%	3.6%	\$20.42	Postsec. nondeg.
29-2061	Licensed Practical and Licensed Vocational Nurses	2,409	3.0%	2.9%	\$29.64	Postsec. nondeg.
43-4171	Receptionists and Information Clerks	2,036	6.8%	2.4%	\$17.28	HS diploma or equiv.
484, 493	Transportation, Distribution, Logistics (TDL)	26,142	11%			
53-7065	Stockers and Order Fillers	2,736	8.7%	20.9%	\$16.96	HS diploma or equiv.
53-7062	Laborers/Freight, Stock, and Material Movers, Hand	2,387	13%	18.20%	\$16.99	No formal ed.
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,279	12.3%	17.4%	\$24.24	Postsec. nondeg.
53-7051	Industrial Truck and Tractor Operators	569	16.0%	4.3%	\$19.17	No formal ed.
53-1047	First-Line Supervisors of Transpo. and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	405	14.0%	3.1%	\$29.17	HS diploma or equiv.
5415, 5416	IT/Tech	35,384	5%			
15-1232	Computer User Support Specialists	828	10.9%	6.0%	\$27.99	Some college, no degree

¹⁵ Lightcast, *Staffing Patterns*, NAICS 484, 493; 62; 31-33; 5415, 5416; Hartford County, 2023-2027

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	496	9.1%	3.6%	\$28.64	HS diploma or equiv.
43-4051	Customer Service Representatives	335	4.9%	2.4%	\$18.92	HS diploma or equiv.
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	188	2.2%	1.4%	\$23.18	HS diploma or equiv.
43-9061	Office Clerks, General	177	5.0%	1.3%	\$18.99	HS diploma or equiv.
31-33	Manufacturing	52,134	0.0%			
51-4041	Machinists	2,878	2.3%	5.6%	\$28.89	HS diploma or equiv.
51-2098	Miscellaneous Assemblers and Fabricators	2,480	(4.1%)	4.8%	\$17.77	HS diploma or equiv.
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,276	(0.6%)	4.4%	\$23.66	HS diploma or equiv.
51-1011	First-Line Supervisors of Production and Operating Workers	2,080	1.1%	4.1%	\$35.71	HS diploma or equiv.
51-9161	Computer Numerically Controlled Tool Operators	1,722	(2.0%)	3.4%	\$28.97	HS diploma or equiv.

It is evident that there are opportunities for better adherence to the Good Jobs Principles within these occupations, particularly in regard to Pay & Recruitment and Hiring. Health Care and Social Assistance is an example of the former particularly in direct care occupations, and IT/Tech is an example of the latter, with only one standout occupation leading to viable career pathways and specialized skills for the industry.

IT/Tech in Hartford County

SOC 15-0000 is the most appropriate and comprehensive proxy we find to classify IT/Tech occupations, and unless otherwise stated or in discussions of IT/Tech as an industry, this occupational grouping will be used. Of all CT tech job postings in the last quarter:

- 10% were open to applicants with less than a Bachelor's
- 6% were open to applicants with 0-1 years of experience
- 1% were open to applicants with less than a Bachelor's AND 0-1 years of experience¹⁶

For all Computer and Math occupations, at least some college is required. 66.7% of occupations require a Bachelor's degree as entry level, while 25% require a Master's degree. Only Computer Support Specialists typically only require some college without the need for a degree.

In 2021, 70.8% of Connecticut programs training for SOC 15-0000 took place in Hartford County, but only 20.7% of Connecticut completions did as well. Program completions exceed job openings by 49.5% (1,006 more completions than job openings) in Hartford County, and by 123.8% (8,136) in the state¹⁷. The completions also vary significantly in terms of the type of degree, with even increases between the top 16 programs for SOC 15-0000 occupations. Business Administration and Management has led the educational pipeline to SOC 15-0000 occupations since 2019, but interestingly, Computer and Information Sciences programs are not in the top five for completions at any point pre-, during, or post- pandemic. This indicates a trend of individuals increasingly completing degrees in general studies or a specialized

¹⁶ Lightcast, *Job Postings Table*, SOC 15-0000; Connecticut, 2022

¹⁷ Lightcast. *Education Pipeline*, SOC 15-0000. Hartford County; CT (2017-2021)

subject other than Computer and Information Sciences, and transitioning into those occupations following completions.

Keeping a Bachelor's requirement (which is often not Computer or Math specific) acts as more of an arbitrary barrier to entry; in addition to already advertising higher salaries, these IT/Tech positions might become more appealing to job seekers through lowering educational requirements where possible. If vocational training or credentialing can be a viable alternative to 4- or 6-year schooling, other SOC 15-0000 occupations may stand out in the same way as Computer User Support Specialists.

In 2022 in Hartford County, Software and Web Developers, Programmers, and Testers occupied the most Computer and Math occupations in total employment by far at 8,215 (23,239 for CT), with Computer Support Specialists in second at 3,479 (10,509 for CT)¹⁸. The latter requires the least time spent in higher education, can operate as a great first step into the potential career pathways within IT/Tech, and meet the growing demand for IT professionals more efficiently than occupations that require a 4- or 6-year degree.

Additionally, this would weaken the barrier to entry for many females and diverse populations hoping to enter this field; median earnings for tech occupations are 16% higher than the CT median household income, but only 28% of CT tech employees are women, and only 35% are non-white.

Median annual earnings for all Computer and Math occupations in Hartford County is \$92,903.43, and \$98,733.55 for the state. This ranges from the lower end of Computer Support Specialists at \$59,747.04, \$64,692.78 statewide (which requires the least education comparatively) to upwards of \$115,000 as educational requirements increase. These wages are for 2022, but unique job postings over the last 90 days advertise higher salaries of \$119,680 for the county, and \$115,072 for the state, across all SOC 15-0000 occupations as both job postings and total employment has declined¹⁹.

IT/Tech Occupations are largely occupied by men, with only 28% of total employment consisting of women on both the state and regional level. Total diversity is low for these occupations as well, with only 37% total diversity in Hartford County and 35% for Connecticut as a whole²⁰.

Healthcare in Hartford County

Of 12,417 unique job postings in the last 90 days for the entire industry in Hartford County, 51% of postings do not list education; 22% require at least high school or GED. This indicates that, although the most in-demand occupations in their respective subsectors have a more even distribution of the amount of educational attainment needed, this is not the case for the industry at large, and for more entry-level opportunities, education might not necessarily be a barrier to entry.

Education instead, can be a barrier to advancement, and is just one aspect of an equity crisis facing Hartford County's care sector in particular, which compounds longstanding issues with employee recruitment and retention. For instance, of 149 average monthly job postings for Home Health and PCAs, comprised largely of women of color, only 9 asked for a degree of any kind. This occupation is also not a marginal one in any sense, as Home Health and Personal Care Aides comprised 15% of the industry

¹⁸ Lightcast, *Occupation Table*, SOC 15-0000; Hartford County, 2022

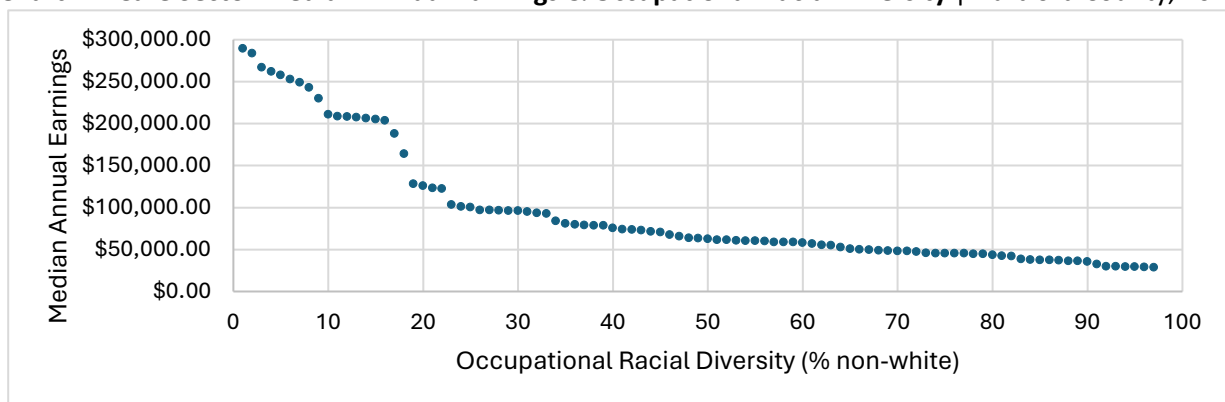
¹⁹ Lightcast. *Job Postings Table by Occupation*, SOC 15-0000. Hartford County; CT (2022 unless otherwise noted)

²⁰ Lightcast. *Demographics Table*, SOC 15-0000, Hartford County, 2022

(whereas Registered Nurses make up 10% and Nursing Assistants make 6%, which are the same proportions for percentages in CT as a whole). Furthermore, PCAs in Hartford County made up 30% of all PCA positions in the state (about the same proportion for Registered Nurses and Nursing Assistants).

The sector overall (44.5% non-white) is slightly more diverse than the region (35.1% non-white), but care sector positions with the lowest pay, job security, and benefits are the most diverse, and almost 80% of employees are female.²¹ SEIU 1199, in a 2022 report on Connecticut’s race and gender equity, found that in 2019 the median income for Black women in CT was 61.5% of the median income for white men, and for Latino women it was 53.8%.²² Similarly, a 2020 report published by the CT Data Collaborative found that of 39,135 RNs and LPNs who have completed nursing programs, only 21.3% of employed RNs—compared to 47.6% of employed LPNs—were people of color.²³ This issue extends across the entirety of the formal care sector; the following chart maps median annual earnings and occupational racial diversity (% non-white) across 97 care sector occupations (SOC 29-0000, 31-0000, 21-0000), displaying a clear trend of racial earnings inequity.²⁴

Chart 11: Care Sector Median Annual Earnings & Occupational Racial Diversity | Hartford County, 2022



The inequity present in the industry is not limited to non-white populations and is especially evident in the gender breakdown of the industry and the occupations within. Chart 12 shows the percent of racially diverse individuals and percent of women in three direct-care industries and select direct care occupations, as well as turnover rates for each.

Chart 12: Care Sector Racial/Gender Diversity and Turnover Rate | Hartford County, 2022

	% Diverse	% Female	Turnover Rate ²⁵
Direct Care Occs. (Hartford County): <i>Home Health and Personal Care Aides; Nursing Assistants; Healthcare Support Workers, All Other</i>	66%	86%	84%

²¹ Lightcast. Industry Snapshot (Demographic Details), NAICS 62, Hartford County, 2022

²² Steven C. Pitts. *Race and Gender Equity and State Workers in Connecticut*. 2022

²³ CT Data Collaborative, *Nurses in Connecticut*, based on information from the CT Department of Public Health Online Nurse Licensure System, 2020

²⁴ Lightcast. Occupational Table. SOC 29-0000, 31-0000, 21-0000. Hartford County. 2022

²⁵ In Lightcast's methodology, turnover rate is calculated by comparing total separations to total jobs (separations divided by jobs)

Ambulatory Health Care Services	34%	79%	48%
Nursing and Residential Care Facilities	60%	79%	64%
Social Assistance	59%	81%	76%
Direct Care Industries Total	48%	80%	60%

In the most racially and gender diverse industries and occupations, those which require the most direct service but offer the lowest wages, it is clear that retention is a significant issue which incurs costs greater than those of repeated recruitment, hiring, and onboarding. Both charts demonstrate that as an occupation or industry becomes more diverse, they are not afforded the same opportunity for higher wages as those with less diversity such as *Ambulatory Health Care Services*, leading to higher turnover in those industries. Furthermore, if we consider the barriers to increased educational attainment that people of color face, it is clear that for the minority of workers remaining in a given year, opportunities for advancement into more lucrative healthcare occupations are limited.

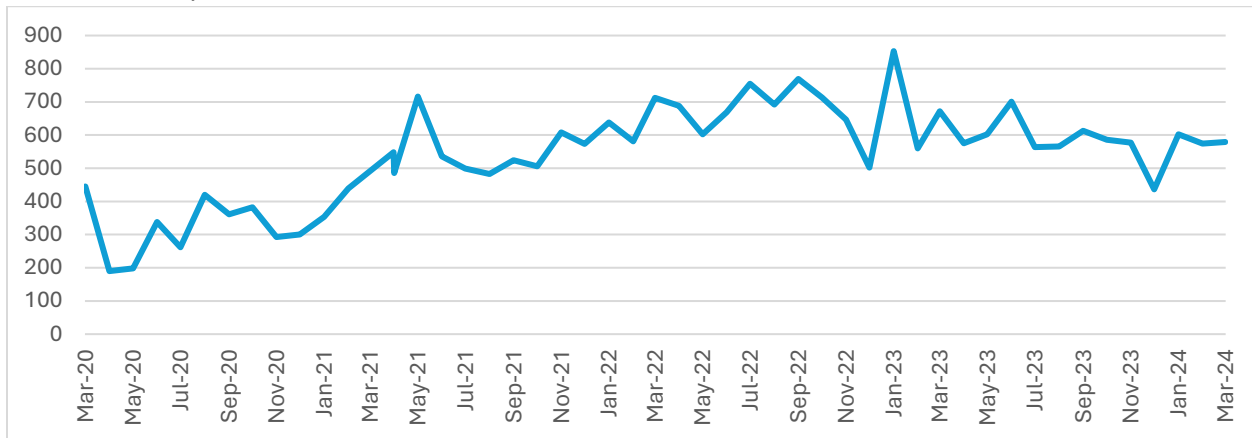
As the next section discusses, the occupations with higher gender and racial diversity are a viable first step in a healthcare worker’s career pathway, but pay – among other Good Jobs Principles – needs bolstering to ensure that employees have the support and resources to remain in their positions and eventually advance through the most likely next-step educational and career achievements.

Other Growth Sector Trends

The following charts illustrate the job posting trend for Hartford County's industry growth sectors, excluding staffing agencies, and filtered for educational requirements less than a Bachelor's.

Chart 13: Manufacturing Unique Job Postings (Pre-Bachelor’s)²⁶

Hartford County, March 2020 to Present



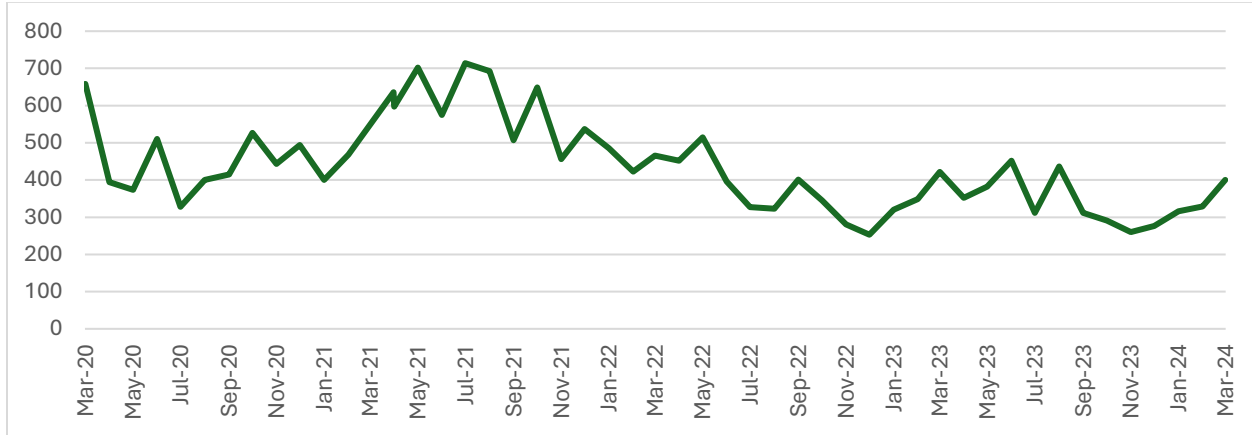
Median advertised wages for Manufacturing occupations (with less than Bachelor's) are up 31.8% over the last 2 years, at \$27.02/hour, which reduces to \$22.95 (an increase of 12.5% over the same period) when only considering postings requiring no more than 2 years of experience.

²⁶ Lightcast. *Job Postings Table*, NAICS 31-33, Hartford County, March 2020-March 2024

The amount of postings has stayed relatively the same, but with a slight decline over last 2 years, now at 579. Though not represented here, it should be noted that a large portion of current postings are with staffing agencies advertising temporary positions.

Chart 14: Selected IT/Tech Industry Groups Unique Job Postings (Pre-Bachelor’s)²⁷

Hartford County, March 2020 to Present



Median advertised wages for the selected IT/Tech subsectors have increased by 8.6% over the two year period, now at \$56.06. This figure is for all experience levels, but when filtering further for postings requiring only two years of experience (more aligned with the population we are training), we see the median wage decrease significantly to \$26.83 (40.3% lower than two years ago). As the chart for Job Postings demonstrates, over-hiring in this industry, in combination with several turbulent macro-economic factors (e.g., AI, interest rates), led to a sharp decline in demand for tech employees from December 2021 and has continued in the form of layoffs and hiring stagnation over the past two years. The City of Hartford leads in postings with 5,714 postings since March 2022, trailed significantly by Bloomfield with 496 and Windsor with 387. Recruitment for the top 10 occupations is split between 4 staffing agencies and 6 direct recruiters.

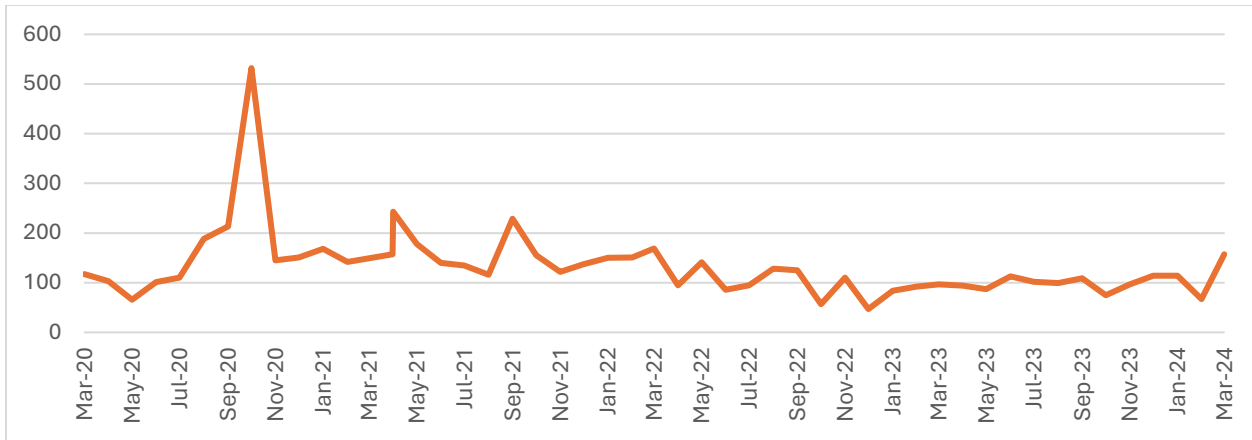
Despite the demonstrated trend in job postings, the projection of total employment below shows a more promising picture as the IT/Tech industry is positioned to grow steadily both regionally and state-wide, reaching record levels by 2028.

Chart 15: Transportation Industry Groups Unique Job Postings (Pre-Bachelor’s)²⁸

Hartford County, March 2020 to Present

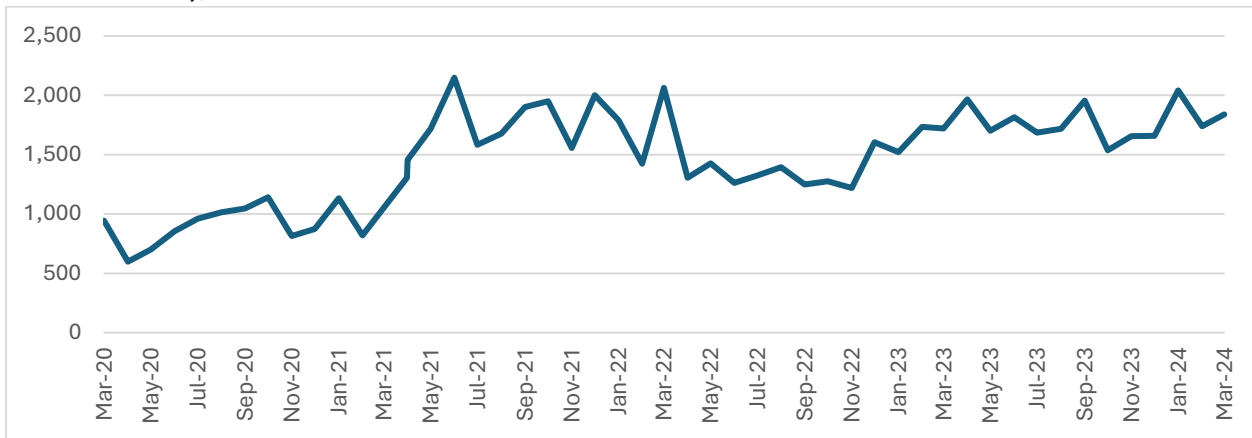
²⁷ Lightcast. *Job Postings Table*, NAICS 5415, 5416, Hartford County, March 2020-March 2024

²⁸ Lightcast. *Job Postings Table*, NAICS 484-493, Hartford County, March 2020-March 2024



Median advertised wages for our primary transportation subsectors (484, 493) are down 15.4% over the last 2 years, now at \$29.72/hour as the amount of postings has remained fairly consistent month to month in that time. Narrowing to postings requiring only two years of experience, we see the median wage increase marginally to \$30.40 (but with a more dramatic decrease of 25.8% compared to two years ago). Hartford is leading the demand substantially, with 559 unique postings since March 2022, followed by Windsor with 211, and Bristol with 195. Of the top 10 companies hiring, only 3 are staffing agencies, indicating direct recruitment and hiring throughout the industry in general.

Chart 16: Health Care and Social Assistance Unique Job Postings (Pre-Bachelor’s)²⁹
Hartford County, March 2020 to Present



Median advertised wages for the Health Care and Social Assistance industry have increased by 13.3% since March 2022, now at \$20.98/hour. This figure is for all experience levels, but for postings requiring only two years of experience, we see the median wage increase to \$22.34 (now an increase of 11.7% compared to two years ago). Following a sharp decline in job postings from March 2022 of 2,063 (the second highest level for the industry in the past 5 years), Health Care job postings have been following an upward trend, now at 1,839. As with the other industry growth sectors in our region, Hartford leads with 12,790 unique postings over the two-year period, trailed by New Britain with 3,794 and Manchester with 2,410. Recruitment for the top 10 companies hiring is direct without the need for staffing agencies.

²⁹ Lightcast. *Job Postings Table*, NAICS 62, Hartford County, March 2020-March 2024

C. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

The knowledge and skills a job seeker may need in a given occupation can be broken out into specialized, common, and essential/work readiness skills. Chart 17 lists the top three specialized skills by industry growth sector filtered for postings requiring less than a Bachelor’s degree. In almost all cases, we see a projected skill growth of double digits for each skill over the next two years, with *Computer Science*, *Machining*, and *Nursing* leading in projected demand. The highlighted skills are those which appear on the top ten for all pre-bachelor’s postings, consistent with them having the highest number of postings in their industry.

Chart 17: Top Specialized Skills by Industry Growth Sector (Pre-Bachelor's)³⁰
Hartford County | March 2023-March 2024

Skill	Postings	% of Total Postings	Projected Skill Growth
Health Care and Social Assistance			
Nursing	3,040	34%	20.1%
Medical Records	1,459	17%	12.5%
Medical Assistance	1,376	16%	11.9%
Transportation, Distribution, Logistics			
Warehousing	1099	46%	13.0%
Forklift Truck	567	24%	5.5%
Palletizing	401	17%	10.0%
IT/Tech			
Project Management	310	19%	19.8%
Computer Science	228	14%	26.8%
Agile Methodology	206	13%	19.8%
Manufacturing			
Machining	583	21%	26.5%
Micrometer	523	19%	17.4%
Tooling	423	15%	25.5%

In terms of common skills, the following table demonstrates the top ten irrespective of industry by total job postings, in which we see more modest projected skill growth, but over 75% of postings requiring either communication, customer service, or management skills.

Chart 18: Top Common Skills (Pre-Bachelor's)³¹
Hartford County | March 2023-March 2024

Skill	Postings	% of Total Postings	Projected Skill Growth
Communication	38,283	32%	3.6%
Customer Service	30,529	25%	5.2%
Management	22,966	19%	5.3%

³⁰ Lightcast. *Job Postings Analytics*, NAICS 484, 493; 62; 31-33; 5415, 5416; Hartford County, March 2023-March 2024

³¹ Lightcast. *Job Postings Analytics*, Hartford County, March 2023-March 2024

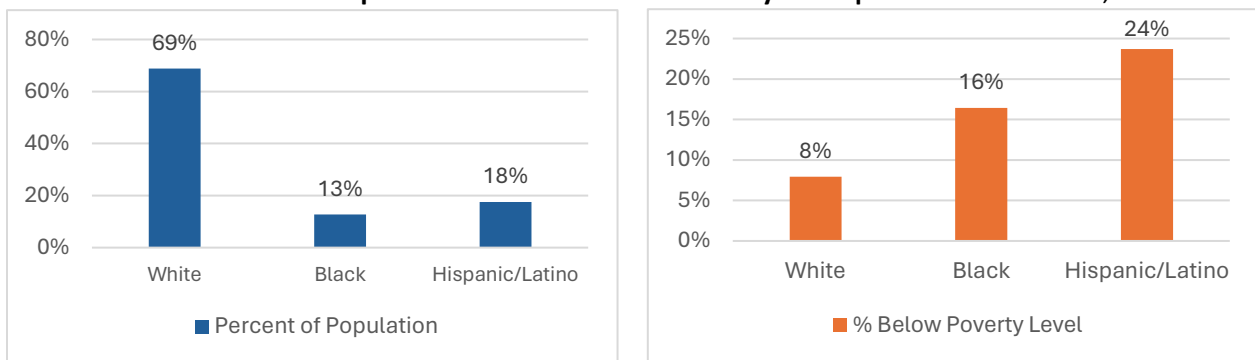
Sales	18,460	15%	7.8%
Operations	15,733	13%	8.1%
Leadership	13,670	11%	8.5%
Detail Oriented	13,449	11%	7.1%
Problem Solving	11,543	10%	11.3%
Writing	10,166	8%	11.8%
Lifting Ability	9,608	8%	10.6%

Common skills often include hard skills such as writing or lifting ability, as well as essential or work readiness skills, such as communication or problem solving. The latter was identified as one of the most critical deficiencies found in the hiring pool by key employer partners in multiple venues; other examples of these types of skills may include skills such as stress management, emotional intelligence, and familiarity with the standards of an in-person work environment, all critical to the success of new hires and incumbent workers in our growth sectors. As CWP continues to work with adult education partners to bolster basic skills remediation throughout the region and ultimately equip jobseekers with a comprehensive roster of competencies, essential skills are a key aspect of this training that expands an individual’s skillset beyond just proficiency in the technical aspects of a job. These skills specifically are ubiquitous throughout all occupations an individual can engage in, reflected in the fact that approximately 64% of these top ten are skills that can be defined as essential.

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

Using Lightcast’s proprietary modeling to project past available data, the population of Hartford County in 2023 is expected to be 911,469, with the population already having grown by 18,702 over the last 5 years and is projected to grow by 34,293 over the next 5 years. In terms of age, 23% are youth aged 0-19, 32% are 20-44 years-old, 27% are 45-64 years-old, 17% are 65+, and 40.3% of the population is within the prime-age employment range of 25-54.

Chart 19: Race: Percent of Population v. Percent Below Poverty Level | North Central WDA, 2021

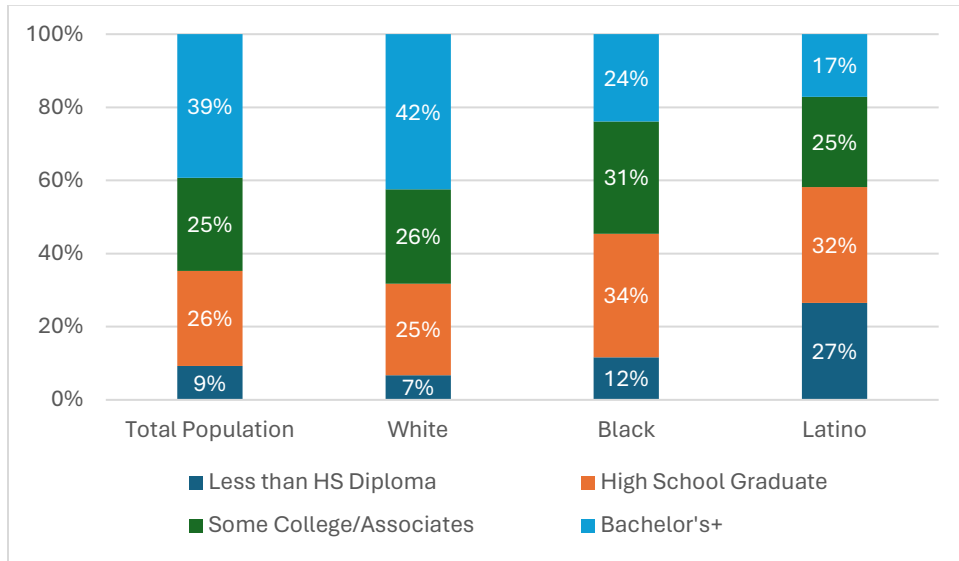


Of Hartford County's total population of 896,854 in 2021³², 122,597 (13.6%) are Black/African American, and 174,409 (19.4%) are Hispanic/Latino of any race. While only 10.6% of the population is below the

³² Census Bureau, American Community Survey (ACS), *Demographic and Housing Estimates (DP05)*, North Central WDA, 2021 5-year estimates

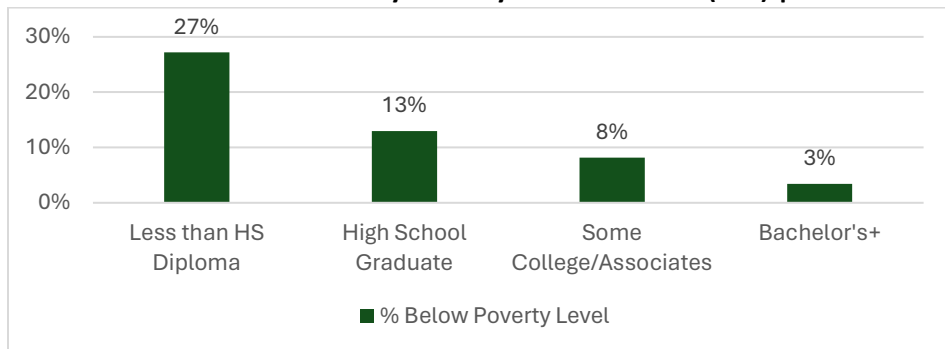
poverty level, that figure increases to 16.4% for Black/African American, and more than doubles to 23.7% for the Hispanic/Latino population³³. The rate of individuals below the poverty level increases further when considering other barriers such as educational attainment; over a quarter (27.2%) of the population 25+ with less than a high school diploma are below the poverty level³⁴.

Chart 20: Educational Attainment, Total and by Race | North Central WDA, 2021



Of the population 25+, 90.8% have a high school diploma or higher in terms of educational attainment. This figure decreases slightly to 88.4% for Black, and 73.5% for Hispanic/Latino individuals, with less than a quarter attaining a bachelor's degree or greater in both cases.

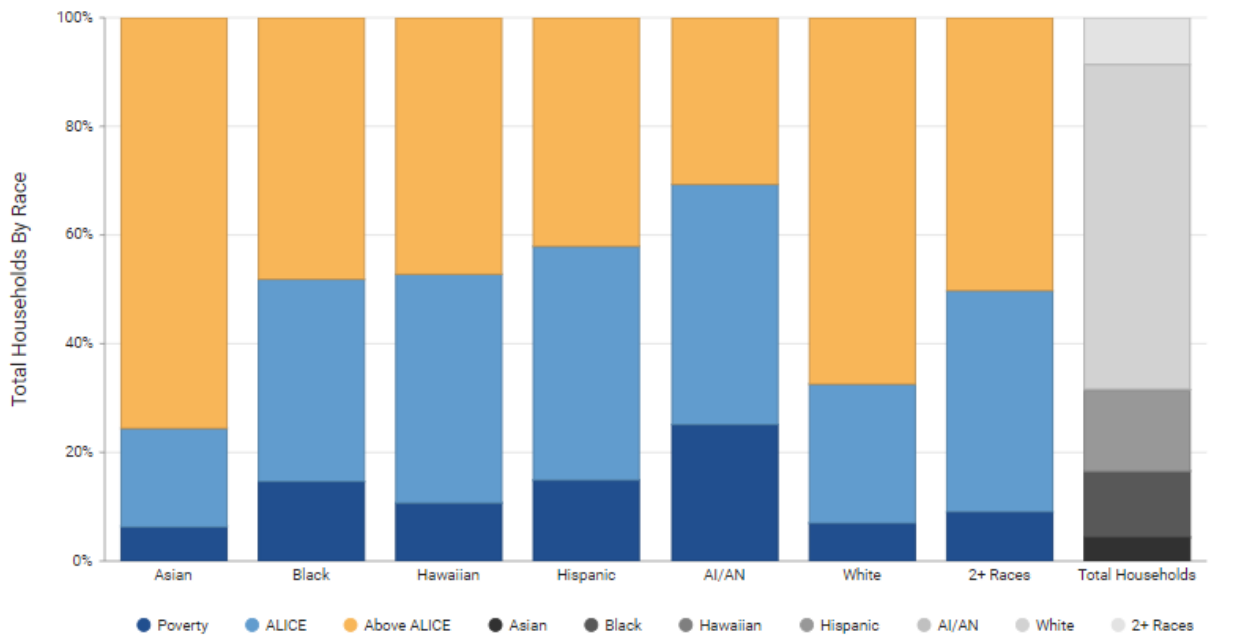
Chart 21: Percent Below Poverty Level by Ed. Attainment (25+) | North Central WDA, 2021



³³ Census Bureau, American Community Survey (ACS), *Poverty Status in the Past 12 Months (S1701)*, North Central WDA, 2021 5-year estimates

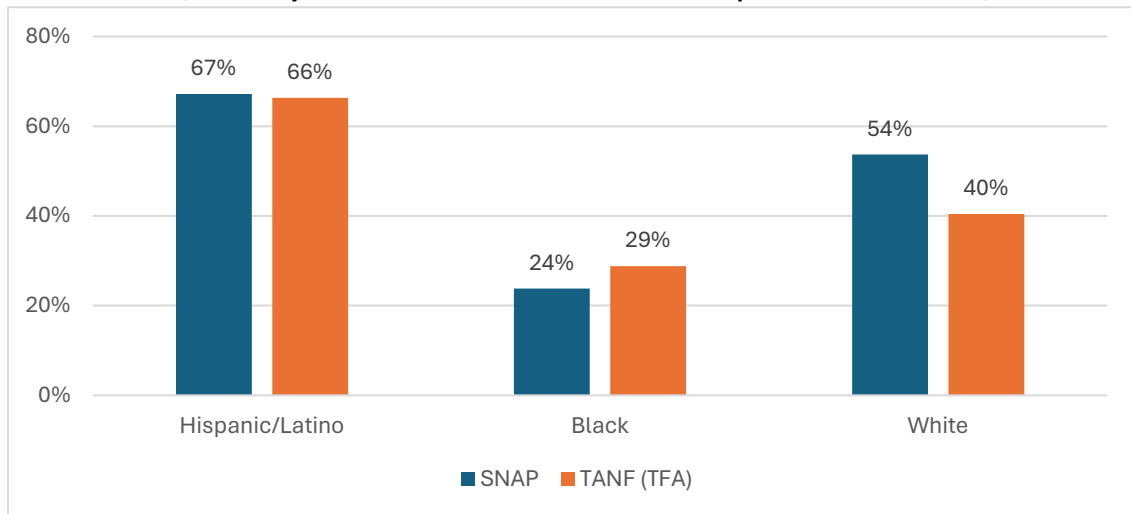
³⁴ Census Bureau, American Community Survey (ACS), *Selected Social Characteristics (DP02)*, North Central WDA, 2021 5-year estimates

Chart 22: ALICE Households by Race | Hartford County, 2023



As the 2023 ALICE report demonstrates, financial hardship is not limited to poverty; while 11% of households in Hartford County are below the poverty level, as of 2021, more than double (28%) are asset-limited, income-constrained and employed (ALICE), amounting to 117,512 total households of which 35.7% are Black or Hispanic/Latino³⁵.

Chart 23: Race/Ethnicity of Individuals on Public Assistance | North Central WDA, 2023



Poverty is a significant barrier to self-sufficiency and meaningful employment manifesting from other indicators such as low educational attainment, with over a quarter of those aged 25+ with less than a HS diploma or equivalent below the poverty level; lead to disproportionate reliance on public assistance, with

³⁵ Connecticut ALICE Research Center, *County Reports (Hartford County)*, 2021

both over 65% of both SNAP and TANF enrollment consisting of Hispanic/Latino individuals³⁶; and disproportionately affect people of color, with 16% of Black and 24% of Hispanic/Latino individuals below the poverty level in the region.

Individuals with Disabilities

The North Central WDA is home to 119,708 individuals with disabilities, comprising 12% of the region's population. These individuals have a labor force participation rate of 47.9%, with over half not currently employed or seeking employment³⁷.

E. Provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region.

The North Central Region of CT benefits from a robust and diverse array of workforce development entities; however, systems alignment – especially in ensuring comprehensive supportive services and clear pathways from education to employment – is an ongoing development priority.

CWP recognizes the primary providers of workforce development training and education activities in the region as the following:

- CSCU: The CT State Colleges and Universities (CSCU) system is a major regional asset comprising six public colleges and universities: CT State Community College, 4 CT state universities, and Charter Oak State College.

CSCU's regional community colleges have merged into a single institution – CT State Community College – with multiple campuses. While the merger is expected to produce increased efficiencies, there remains a need to ensure nimble and responsive credential-based training offerings that can be updated regularly to meet evolving industry needs. The strengths of the colleges include solid academic capacity and the ability to develop curriculum and award recognized postsecondary credentials. Weaknesses include the alignment of many training programs with the academic schedule, which extends the duration of training when jobseekers need concentrated, accelerated training that will allow them to get back to work quickly. SNAP employment and training is available through CT State.

Central CT State University offers degree and certificate programs, but these are generally targeted to higher-skilled students. Charter Oak State College offers certificate, credential, and degree programs through distance/virtual learning. Flexibility and academic recognition are strengths; the need for the student to supply hardware, high-speed internet, a suitable study environment, motivation, and self-discipline can be weaknesses for some students.

³⁶ [CT DSS Dashboard](#), *SNAP/TANF Recipients*, 2024

³⁷ Census Bureau, American Community Survey (ACS), *Disability Characteristics (S1810)*, North Central WDA, 2022 5-year estimates

- Vocational-Technical High Schools: The regional vocational technical high schools are an under-utilized resource due to their very limited capacity to serve adult students. Adult programs in this region are available in Hartford and Bristol.
- Adult Education: Local adult education providers focus primarily on mandated programs – adult basic education, GED instruction, adult high school diploma, English as a second language and citizenship – with part-time schedule. Due to funding constraints, the capacity of local adult education programs to address higher level and occupational skills is limited.
- Job Corps: The Hartford Job Corps Center offers academic and technical training in advanced manufacturing, medical assisting, nursing assisting, and insurance and finance. Strengths are a rigorous training culture, housing on-site for most students, and concentrated investment in all students. Weaknesses are the limited capacity to serve non-residents, and lack of services for adults.
- AJC Core Partners: The core partners of the one-stop system are the major providers of workforce development services and are described elsewhere in the plan.
- Goodwin University, a private four-year college, offers several short-term certificates and degree programs. The college is structured to meet the needs of working adults. Goodwin accepts a WIOA training voucher as payment in full for all the programs on its ETPL. Eligible individuals currently receiving SNAP benefits can take certain programs at Goodwin University for free, many of which lead to national or state credentials/licensing. SNAP-eligible programs include Bookkeeping, CNC Manufacturing, Computer-Aided Design, Industrial Service Technician, Human Services, Medical Office Administrative Assistant, Security Guard Certification and Welding Technology.
- CT State Building Trades Training Institute offers Pre-Apprenticeship and Registered Apprenticeship training in the building trades.
- CT Center for Advanced Technology (CCAT) offers advanced manufacturing sector training and upskilling.
- Community-based organizations offer workforce development services. Their programs are often dependent on inconsistent grant funding; these programs cannot issue credentials directly – trainees must obtain certifications or licenses from other organizations. The strength of the community-based programs is their wrap-around support services.
- Qualified private training providers also play a role in delivering credential-based training, including for CDL Class A/B, CNA and other entry-level healthcare licenses, and various IT/Technology credentials.

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

All MOUs with required partners are in place (see Attachment VI).

In addition to the activities listed above, adult and dislocated worker employment and training activities are available through the one-stop system.

- WIOA Title I: basic career services available to all eligible adults; individualized career services and occupational skills training through scholarships available to dislocated workers and adults with barriers who meet priority of service criteria.
- WIOA Title II Adult Literacy: administered by CSDE; A MOU is in place with this WIOA Core Provider.
- WIOA Title III Wagner-Peyser: universally available career services, labor exchange.
- Trade Act: training and job search assistance available to workers from affected companies and/or employee groups.
- WIOA Title IV Vocational Rehabilitation: administered by DORS, including assistive technology, job coaching, working interviews, high reimbursement on-the-job training. An MOU is in place with this WIOA Core Provider. Vocational Rehabilitation staff from both Bureau of Rehabilitation Services and Board of Education and Services for the Blind are on site at two American Job Centers (Hartford and Enfield) on a weekly basis
- Apprenticeship: administered by CTDOL, primarily targeted to manufacturing and construction trades.
- Mortgage Crisis Job Training: training scholarships and job search assistance for homeowners at risk of default.
- Jobs First Employment Services: case management, career services and subsidized employment and training scholarships available to TANF recipients.
- Free to Succeed: employment retention services and career services for ex-offenders.
- BEST Chance: contextualized education, occupational skills training, and job placement assistance for returning citizens and justice-involved youth.

G. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities.

CWP is committed to youth workforce development through its strategic priority of building universal access to high-quality career pathways for all youth and young adults in North Central Connecticut. This includes targeted reengagement and intervention strategies for disconnected youth and prevention initiatives for youth at-risk of disconnection.

CWP administers two primary programs for youth in the North Central Region – WIOA Youth and the Summer Youth Employment and Learning Program (SYELP) – among other youth-serving initiatives. WIOA Youth provides disconnected and heavily-barriered young people with comprehensive occupational training, wraparound supportive services, and job placement support. SYELP serves in-school, at-risk youth and disconnected youth through career readiness and work-based learning experiences in the summer months. SYELP internships are often a youth’s first exposure to the world of work and are increasingly connected back to school-based learning during the academic year. CWP leverages both programs to support its larger vision to 1) prevent academic disconnection among at-risk youth and 2) re-engage disconnected youth into high-quality workforce services that prepare them for career pathways.

Additionally, CWP supports systems-building efforts to coordinate and enhance regional youth workforce service delivery, including through the Hartford Opportunity Youth Collaborative (HOYC), Hartford Career Navigation Systems Development Initiative, and the Work-Based Learning Network (WBLN). These place-based partnerships aim to build the capacity of local youth service providers, identify and institutionalize best practices, and increase connections between providers, schools, and other stakeholders.

The region's public educational infrastructure is surrounded by dozens of workforce stakeholders that invest in a broad array of supportive programs and services intended to support academic re-engagement, workforce readiness, postsecondary success, and career pathways preparation. These programs and agencies operate with widely variable and constantly evolving school relationships, funding & eligibility parameters, outcomes & accountability measures, and overall quality. Additionally, many existing programs have focused scopes that address specific components of a career pathway but do not provide or connect to comprehensive, integrated career pathways approaches.

Key findings for the regional youth workforce ecosystem include:

- Private philanthropy serves a critical role and provides significant resources to leverage public funds and support career pathways programs; however, many programs struggle to attain multi-year funding commitments, which limits long-term planning and multi-year career pathways programming that follows students throughout secondary education into postsecondary and employment.
- Many programs offer personalized guidance and support to youth, but a smaller number of programs offer internships and other work-based learning 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.
- Local school districts benefit from numerous community provider partnerships, but additional coordination support and asset mapping is needed to better organize and refine how school-based partnerships are supporting comprehensive youth workforce development strategies that reinforce academic instruction, including through service alignment between in-school, after school, and summer programming as well as data sharing.
- Many young people require additional support navigating the complex environment of social services and career pathways opportunities, underscoring the need for agencies to coordinate service delivery and provide enhanced career navigation support to participants.

Work-based Learning (WBL), Integrated-Education & Training (IET), and Dual Track programs are recognized as best practice approaches to connecting academic instruction with career pathways. CWP aims to embed and expand these approaches in each of its youth programs and strategic partnerships, including through internships, sector-specific contextualization of curriculum, and provision of employer-connected career exploration and awareness opportunities.

The State of Connecticut has made significant investments into WBL, IET, and Dual Track programming within the public school system, including the Dual Credit Expansion Grant Program and expansion of NAF Pathways through ReadyCT.

CWP coordinates WBL programming through WIOA Youth credential-based training and work experiences; facilitated through the following community-based organizations:

- Capitol Region Education Council: Allied Health,
- Hartford Public Libraries: Information Technology,
- Forge City Works: Culinary,
- EDSI: ITA scholarships (ETPL approved sectors/trainings: primarily Allied Health, TDL, and IT focused),
- Our Piece of the Pie: Manufacturing, TDL, Allied Health,
- Opportunities Industrialization Center: Allied Health,
- Human Resources Agency of New Britain: Allied Health, Information Technology

CWP, in partnership with several state agencies and the other four CT WDBs, facilitates the Connecticut Youth Employment Program, regionally delivered as the Summer Youth Employment and Learning Program (SYELP). SYELP serves young people across the North Central Region with summer internships and career competency development opportunities.

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

Additional coordination supports and investment are needed in the following areas:

1. **Subsidized employment** to meet the immediate need for income while participants gain safe and supportive work experiences;
2. **Outreach and Career Navigation** services to identify, build trust, and engage people in services “where they are at”, especially for targeted populations such as disconnected youth and returning citizens;
3. **Integrated Education and Training (IET)** model expansion, including remedial education and work readiness training and contextualized ESL offerings;
4. **System-level asset mapping** to assess and identify best-in-class programs across a variety of sub-populations, career pathways, supportive service needs, and other components of holistic service delivery – and mobilize additional investments to replicate and scale these programs
5. **Comprehensive supportive services**, including mental wellness resources and family-oriented (Multi-Generational) services;
6. **Flexible funds** for agencies to provide direct cash assistance to jobseekers to remove barriers from participation in job training, education, health and wellness services, and employment;
7. **Peer mentoring and leadership development**, especially for youth, returning citizens, and other underserved populations; and
8. **Data coordination** and cross-agency tracking capabilities to streamline referrals and progress, assessments, resource braiding and co-enrollments, and assessment of systems-level outcomes.

III. LWDB VISION, GOALS AND STRATEGIES

- A. Identify the vision, goals and strategies adopted by the LWDB that align with Connecticut’s WIOA Unified State Plan for PYs 2024-2027, and how these will affect the preparation of an educated and skilled workforce.

Vision and Goals for the Future

The vision of Capital Workforce Partners (CWP) is to **be the premier organization that drives closing the skills gap** and our mission is to **leverage public and private resources to produce skilled workers for a competitive regional economy**. We strive to implement and coordinate an effective workforce development system in North Central Connecticut that creates economic and employment partnerships among service providers, job seekers, and employers in a way that enhances economic vitality and closes the skills gap. CWP works in close partnership with business & industry, community-based organizations, education & training providers, and government agencies to build a public workforce system that will make Connecticut a talent environment that attracts and motivates students, career builders, and companies alike.

CWP has established four internal **Strategic Objectives** that enhance and sustain its capacity to achieve this mission and our vision to be the premier organization that drives closing the skills gap. Each Objective further informs staff-level activities that collectively contribute to the organization’s capacity and efficacy.

Strategic Area	Strategic Objective
People	Develop and retain engaged and committed talent.
Operational	Continuously improve processes to optimally manage resources and workflow.
Financial	Cultivate an environment that ensures compliance while supporting innovation.
Services	Build the premier workforce development system to close the skills gap.

Key Activities and Milestones advancing each Objective include the following. Efforts advancing these Activities are already underway and the Milestone deadlines represent conservative projections for completion.

People: Develop and retain engaged and committed talent.

Activity	Milestone
Cultivate DEIA at all levels of the organization and align policies, processes, and activities with DEIA best practices and principles.	6/2025 – Board DEIA Committee and staff Mosaic Council develop and execute action plans that address organizational DEIA needs and opportunities.

Increase access for staff to professionally and personally develop through internal and external training, exposure, and skill-building opportunities.

6/2025 – All staff accomplish a professional development goal, including opportunities for staff to lead internal and external meetings, committees, or groups.

6/2025 – All eligible staff attain the Certified Workforce Development Professional (CWDP) credential.

Operational: Continuously improve processes to optimally manage resources and workflow.

Activity	Milestone
Improve data collection, analysis, and dissemination processes to support performance-based operations and increase systematic efficiencies to better serve targeted populations.	6/2025 – Produce annual Return on Investment report for CWP programs. 6/2025 – Convene actionable data workgroup develop plan to execute workgroup recommendations.
Enhance financial reporting and tracking platform and processes to enable integrated, real-time financial information sharing.	6/2025 – Develop and implement fiscal dashboard reporting for all core programs and services to provide real-time, actionable financial information.
Develop additional technology-enabled strategies, such as AI, to increase operational efficiency.	6/2025 – Create and launch digital resource utilization plan to inventory technology tools/resources and identify prospects for implementation and scaling.

Financial: Cultivate an environment that ensures compliance while supporting innovation.

Activity	Milestone
Sustain programming and service levels to meet local needs, despite conclusion of durational pandemic-related funding streams (e.g., ARPA) such as Career Connect and the Good Jobs Challenge.	6/2025 – Obtain new funding streams to replenish pandemic-related programs and services, especially sector-based training initiatives and Regional Sector Partnerships.
Build deeper connectivity to economic and community development initiatives that support complementary workforce development strategies.	6/2025 – Create resource development opportunities and new, predictable funding streams through economic and community development partnerships with entities such as the Capitol Region Council of Governments, MetroHartford Alliance, AdvanceCT, and the CT Department of Economic and Community Development.

Improve operational and fiscal management of current resources to increase revenue utilization rate.	6/2025 – Increase revenue utilization rate to 90%.
Develop unrestricted revenue sources to supplement restricted revenues.	6/2025 – Increase unrestricted funds to be 1% of total organizational revenues.

Services: Build the premier workforce development system to close the skills gap.

Activity	Milestone
Launch American Job Center Vision 2024 campaign to enhance AJC operations and further position the One-Stop System as the one-stop-shop for any and all individuals seeking employment and career support.	6/2025 – Successfully implement all components of the Vision 2024 campaign, including updated staffing structure, establishment of One Stop System Vision, Career Readiness Curriculum development, Improved assessments, and Business Services team re-organization under CWP. This enhancement process will result in increased performance outcomes across AJC programs.

CWP’s One Stop [Vision 2024](#) driving principle is that the One Stop System in North Central should be the one-stop-shop for any and all individuals seeking **employment and career support**. The American Job Centers are the primary access points within the workforce ecosystem that CWP stewards. The AJC/One Stop should effectively triage, address and support individuals to achieve their desired career goals and connect them to employment.

- All customers regardless of entry point (call center, CTHires, referral, Walk-In, etc.), receive a POC/individual they can contact for follow up.
- All customers receive tangible next steps.
- All customers receive referral(s) to supportive programs and services.

The core action opportunities identified through [Vision 2024](#) and selected for enhancements include the following:

Action Opportunity	Outcome
Establish an updated and clear One Stop System Vision and disseminate to all.	7/2024 – Align system staff around the larger responsibility of delivering high quality workforce services.
Re-organize the larger Business Services Team roles and functions to be all under CWP, to streamline services and points of contact for employer partners in collaboration with CT Department of Labor.	8/2024 – Increase alignment and cohesion among Business Services staff to enable streamlined services and single points of contact for employer partners. Center focus of AJC/One Stops on direct service delivery to jobseekers and career readiness preparation.

Update/redesign American Job Center staffing structure and create clear roles and responsibilities for all staff.	10/2024 – Provide clear framework for staff and enable increased accountability and service quality.
Create/Establish a Career Readiness Curriculum, to be used across all CWP programs & Services and shared with partners.	12/2024 – Achieve system-wide alignment on the definition of “Career Readiness” and build in-house capability to deliver preparation services to job seekers through the AJC. This also enhances our ability to deliver career-ready individuals to employers
Improve assessment tools and processes. Enhance navigation services at the “door.” Increase assessment and re-assessment touchpoints.	6/2025 – Ensure that all customers who enter the door are provided with quality services (referral or enrollment), leading to improved performance measures as customers receive services that ‘best fit’ their unique needs.

CWP is committed to ensuring that its Strategic Objectives translate to measurable increases and enhancements to service levels in the North Central Region. The current and projected annual service levels are as follows:

Programs & Services	PY23	PY24	Rationale
Training	1,879	2,050	Impact of Vision 2024 [10% projected]
Youth Employment	1,186	1,440	Additional funding secured (CYEP, etc.)
ADS Youth Services	17	75	New dedicated staff Strategic modifications to ADS contract
One-Stop System	12,126	13,944	Enhanced navigation system and One Stop Services [15% projected]

The [Services](#) Objective, in conjunction with the [People](#), [Operational](#), and [Financial](#) Objectives, guides CWP’s approach to serving business and jobseeker customers in our region in alignment with our [Organizational Goals](#) for 2024-2027. The Goals in turn orient CWP’s vision for the future and our priorities for the public workforce system in our service area.

Organizational Goals

1. Improve equitable access to industry-recognized skills and credentials that enhance employment outcomes for underserved populations.
2. Convene robust Regional Sector Partnerships that drive demand-driven talent pipelines and advance good jobs, skills-based hiring, and other equity strategies.
3. Build a coordinated, efficient, and data-driven workforce system that economizes limited resources to achieve scale and impact.

These Goals will enhance CWP’s ability to achieve continued strong performance outcomes through its jobseeker and business services, while also contributing to ongoing systems building for the North Central Region’s larger workforce development ecosystem. In the last program year, CWP served over

12,000 jobseekers and 1,400 businesses; and we project increased service numbers for both customer groups in the upcoming year.

Organizational Goal Milestones

Each of CWP’s Goals is further defined by Strategies and Milestones for the upcoming years. Milestones provide an example of measurable progress but are not exhaustive indicators of ongoing work.

Goal 1: Improve equitable access to industry-recognized skills and credentials that enhance employment outcomes for underserved populations.

Strategy	Milestone
Develop, adopt, and implement standardized career readiness assessments, standards, and curriculum to holistically support youth and adult jobseekers as they prepare for employment.	6/2025 – Develop and deploy system-wide Career Readiness Curriculum and related Assessments and Standards to certify and validate jobseeker preparation.
Sustain and expand targeted and customized initiatives serving special populations such as returning citizens, individuals with disabilities, at-risk/disconnected youth, and basic skills deficient individuals.	6/2025 – Implement Congressionally Directed Spending project, “On-Ramps to Infrastructure (O2I)”, through BEST Chance Partnership to expand career pathways into infrastructure for 105 jobseekers.
Expand availability of Integrated-Education and Training (IET) models that contextualize academic instruction with workplace skill-building, including through pre-apprenticeships, adult education partnerships, registered apprenticeships, and other work-based learning strategies.	3/2025 – Execute a successful Basic Skills Remediation Pilot in partnership with local Adult Education providers, CSDE, OWS, and NRWIB that creates at least three new sector-based contextualized skills remediation models that can be shared regionally.

Goal 2: Convene robust Regional Sector Partnerships that drive demand-driven talent pipelines and advance good jobs, skills-based hiring, and other equity strategies.

Strategy	Milestone
Build capacity of Regional Sector Partnerships to enact business-led workforce initiatives such as talent pipeline development and workforce policy & advocacy, while advancing middle-skill hiring opportunities that connect to high-quality career pathways.	6/2025 – Launch employer-connected training programs through each RSP that directly link participants to companies through internships or other work-based learning activities, conditional hiring commitments, or other connections. See Attachment VII for additional detail on current RSP initiatives and membership.

Achieve high levels of business engagement and investment into Regional Sector Partnerships to support long-term sustainability.

6/2025 – Secure public and private sector investment for RSPs, including through cost-sharing and in-kind/leveraged resources.
 6/2025 – Heighten RSP branding and identity through community networks and digital platforms to reach broader business audiences and concurrently promote employer-informed career pathways to jobseekers.

Goal 3: Build a coordinated, efficient, and responsive workforce system that economizes limited resources to achieve scale and impact.

Strategy	Milestone
Develop cross-agency collaboration opportunities to serve at-risk and disconnected youth in Hartford and build a framework for regional expansion that leverages WIOA Youth and American Job Center infrastructure.	9/2024 – Execute successful Youth Navigation Hub Pilot in Hartford. 6/2025 – Establish cross-agency youth intake and referral tracking system.
Build collective impact models that leverage resources and services across agencies to serve targeted populations.	6/2025 – Expand the BEST Chance Partnership to increase service levels of returning citizens by 15%.

Alignment with Unified State Plan

CWP’s three Goals align and support [Connecticut’s WIOA Unified State Plan](#), which includes the following overarching, foundational, and strategic pillars.

CT Unified State Plan Pillars

Workforce Development Systems Alignment	<u>Overarching</u> : Coherent, cohesive, collaborative state system, adherent to federal and state policy and spanning public agencies, Regional Workforce Boards, K-12, higher education, business, community-based organizations
DEIA	<u>Foundational</u> : Intentional investments in historically underserved populations, including the supports required to overcome obstacles to good jobs.
Data & Accountability	<u>Foundational</u> : Formative and summative assessments, incorporating quantitative and qualitative data, driving decision making.
Education & Career Pathways	<u>Strategic</u> : Seamless continuum of learning from K-12 to higher education and/or jobs that combines academic, technical, and professional education with relevant work experiences.

Sector Training	<u>Strategic:</u> Upskilling and reskilling education and training aligned to the skills needs of high-growth industries and designed to meet the needs and interests of each individual.
Industry Leadership	<u>Strategic:</u> Industry participation in broad talent development as early as possible in the pipeline, with a focus on strategic efforts to create a more diverse and innovative workforce.

Each of these pillars is reflected within the three CWP Goals, as articulated in the cross-map below.

Unified State Plan Pillar / CWP Organizational Goal Cross-Map

DEIA	Goal 1: Improve equitable access to industry-recognized skills and credentials that enhance employment outcomes for underserved populations.
Education & Career Pathways	
Sector Training	Goal 2: Convene robust Regional Sector Partnerships that drive demand-driven talent pipelines and advance good jobs, skills-based hiring, and other equity strategies.
Industry Leadership	
Workforce Development Systems Alignment	Goal 3: Build a coordinated, efficient, and responsive workforce system that economizes limited resources to achieve scale and impact.
Data & Accountability	

Initiatives and Activities

Leveraging the infrastructure, core partnerships, and principal programming of the American Job Center network, CWP continually pursues additional opportunities to build the regional workforce ecosystem. CWP has organized its current portfolio of supplemental programs and strategic partnerships to align to our three Goals. Strategies and activities actively advancing each Goal are detailed below.

Goal 1: Improve equitable access to industry-recognized credentials and enhance employment outcomes for underserved populations.

Key Strategies

1. Develop, adopt, and implement standardized career readiness assessments, standards, and curriculum to holistically support youth and adult jobseekers as they prepare for employment.
2. Sustain and expand targeted and customized initiatives serving special populations such as returning citizens, at-risk/disconnected youth, and basic skills deficient individuals.
3. Expand availability of Integrated-Education and Training (IET) models that contextualize academic instruction with workplace skill-building, including through pre-apprenticeships, adult education partnerships, registered apprenticeships, and other work-based learning strategies.

CWP strives to ensure universal access to high-quality career pathways for all residents of North Central Connecticut. Today's labor market requires continuous learning and skill development, exacerbating the imperative for individuals of all ages to receive career-aligned job training and preparation.

Many of today's jobseekers and youth are skills deficient or low-income residents and have significant barriers to employment that must be addressed through comprehensive, supportive training and employment models. Our priority of service criteria for adults includes Veterans, Recipients of public assistance, Low-income individuals, Dislocated workers, Unhoused individuals, Basic skills deficient individuals, English language learners, Individuals with a disability, and Former offenders (returning citizens). For our future workforce, CWP has established three priorities: 1) for young people that have been disconnected from education and employment, we aim to establish reengagement into workforce services that connect to career pathways; 2) for young people at-risk of disconnection, we aim to implement prevention strategies that promote career preparation; and 3) for all youth, we aim to create access to high-quality employment opportunities in our region.

CWP has developed additional targeted initiatives to better serve Basic Skills Deficient individuals, Returning Citizens, and Youth & Young Adults. These include dedicated strategic partnerships and affiliated workforce programming for each special population.

Basic Skills Development and Adult Literacy

Capital Area Adult Literacy Network

Capital Workforce Partners, working with 35-40 adult education providers in the N. Central CT area is collaborating to support the Capital Area Adult Literacy Network, focusing on workforce development programs and adult education providers accentuating efforts to strengthen coordination between workforce development and adult education. The group is focused on several priorities:

- Providing feedback and insights to CWP and workforce development initiatives to support improvements for services and referrals to/from the American Job Center (AJC) and also supports new piloted adult education/work-readiness preparation services at AJC sites.
- Supporting Integrated Education and Training (IET) initiatives led by Capital Workforce in close partnership with the adult education providers in North Central Connecticut and other industry, education, and community stakeholders. Projects focus on demand-driven, credential-based training opportunities to North Central Connecticut in close alignment to industry and business needs. Initiatives also drive equity by improving access to further training and employment opportunities for adult learners, including ESL students and other special populations.
- CWP convenes quarterly meetings of the American Job Center lead staff with the Adult Education providers to enhance coordination and communications.
- A 'community of learning' focused on sharing best practices, networking and communications focuses on special topics of benefit to improve adult education and workforce development services and strategies.
- Doing more to braiding CTE/Academic Programs with workforce development programs at the local site level (strategic program development)

- Support efforts for adult education to better link with the comprehensive workforce development system.
- IBEST Programs: need to be able to think through how adult education and contextualized IBEST options can be brought to scale
- Pre-readiness boot camps for adult education
- Working with AJCs and Adult Education Programs to have an integrated communications packet of services
- Updating the array of intake/assessments to be systemized – to reduce duplication and redundancy; create common forms.

Basic Skills Remediation Pilot

In early 2024, CWP working with the Capital Area Adult Literacy Network, State Department of Education, the Northwest Regional Workforce Investment Board, and the CT Office of Workforce Strategy received a \$1.6 million grant to develop contextualized adult education remediation programs for individuals with high school diplomas that need additional basic academic skills support, occupational sector training, and work readiness skills. The goal is that these successful pilots, combined with an evaluation, will lead to systemic change broadening adult education programming for contextualized training and other IET models to a greater scale for individuals with high school diplomas who need basic academic skills supports.

Returning Citizens

BEST Chance Advisory Committee

Capital Workforce Partners (CWP) convenes the BEST Chance Advisory Committee in support of our second chance programming and partnerships. The BEST Chance Advisory Committee oversees the development and implementation of partnership opportunities with key stakeholders to lead efforts in all regional BEST Chance activities. This includes strategies for jobseekers’ training and placement in the construction, manufacturing, culinary, and other industry sectors. The committee’s guidance will ensure that the North Central Region’s BEST Chance initiatives enhance and develop holistic services for returning citizens to produce a workforce which is equipped with the necessary skills to enter and advance in the state’s high-demand sectors.

Integrated Basic Education and Skills Training Second Chance Program – BEST Chance

In 2016 the State of Connecticut chose Capital Workforce Partners as the lead organization to implement the Integrated Basic Education and Skills Training (I-BEST) Second Chance Pilot as a contextualized learning pilot program in Hartford County to reduce unemployment and recidivism rates among soon to be released offenders and ex-offenders in Connecticut. The goal was to help ex-offenders compete in today’s labor market by providing relevant training and support to gain good jobs. Specifically, program goals included:

- Completion of basic, occupational, and advanced training
- Increased earnings and employment
- Reduction of recidivism
- Placement and Retention of employment

- The BEST Chance Program is based on Integrated Education and Training models, such as vocational education combined with contextualized adult basic education, through a partnership of a dozen organizations supporting this comprehensive program.

The BEST Chance pilot was sustained, and the BEST Chance Program currently provides pre-employment occupational skills training and job placement assistance for returning citizens in construction, culinary arts, and pre-manufacturing related careers, serving the 93% of individuals leaving prison had less than five years of employment history or vocational training.³⁸

Through a braided funding model, the BEST Chance program also serves Justice-Involved youth (ages 18-24), and citizens who live in the Greater Hartford Area who are not justice-involved but are interested in the construction industry.

Free to Succeed

Free to Succeed provides career advancement planning, employment services, support, and job retention to former offenders for a 24-month period. The program, staffed by two full-time Retention Specialists, is located at the Hartford AJC and the AJC satellite at Hartford Public Library. WIOA is leveraged to provide job training and placement services. Individuals are referred to Free to Succeed after gaining employment.

Youth and Young Adults

Hartford Opportunity Youth Collaborative

Capital Workforce Partners is the backbone organization for the Hartford Opportunity Youth Collaborative (HOYC), a collective action effort to improve the life outcomes for the almost 8000 Opportunity Youth (OY), ages 16-26 in Hartford who do not have a high school degree or who have a diploma but are not in school or working; in addition to at-risk youth in-school with significant early warning indicators. HOYC complements the One Stop system and WOIA Youth programming facilitated by Capital Workforce Partners to increase access and support for Opportunity Youth.

HOYC OY strategies emphasize empowering youth leaders, enhancing and expanding effective career pathways, using Results-Based Accountability to inform decision-making, assess progress, and improve methods of evaluation, and engaging in policy and systems alignment to scale up and sustain this work. HOYC engages membership, establishing commitments to: (a) a common agenda for OY programming, (b) shared measurement, (c) mutually reinforcing activities, and (d) continuous communication.

Currently, the group is engaged in an action planning process to determine priorities and strategies for the next several years. Impacts of the pandemic, such as increases in chronic absenteeism, have heightened the imperative for Opportunity Youth stakeholders to partner with school districts and establish OY prevention strategies for at-risk youth. HOYC's planning process will clarify specific strategies and a continuum of service delivery for both at-risk and disconnected youth and young adults.

³⁸ CRI, *State of Reentry*, 2024

Summer Youth Employment and Learning Program (SYELP)

The purpose of SYELP is to expose and connect youth to career pathways through 120 hours paid work-based learning in order to build a talent pipeline that meets employer needs. The program's intent is to provide youth with career competency development and work readiness training combined with real-world experiences aligned to their interests. Work Based Learning supports and supplements academic learning and promotes development of transferable skills that will serve participants well as they transition into the professional world. SYELP is structured in Tiers.

1. Project Based Learning - Tier I

Purpose: Programming designed to provide project-based learning and career exploration opportunities. Tier I programming provides basic, developmentally appropriate career exposure activities, introduction to employability skills, and academic reinforcement in a cohort-model setting.
Target Population: Youth with limited or no work experience, assessed as not ready for the workplace. Youth are typically 14-15 years old or otherwise assessed as needing Tier I services.

2. Career Preparation- Tier II

Purpose: to provide youth with career competency development in a work setting with supportive employer and a caring adult supervisor who acts as a coach to guide their development and prepare them for internships and/or employment with private businesses.
Target population: Youth with limited work experience, assessed as not fully ready for the workplace. Youth are typically 15-17 years old or are otherwise assessed as needing Tier II services.

3. Career Bridging- Tier III

Purpose: to provide youth with career competency development through real-world work experiences that offer exposure to career paths within a business and industry aligned with their interests.
Target Population: Youth who have work and/or internship experience and who have been assessed as work ready. Youth are typically 16-24 years old or are otherwise assessed as ready for and needing Tier III services.

Bloomfield Dual Track Pilot Program

Capital Workforce Partners (CWP) and Bloomfield High School will partner to deliver a pilot dual track programming to 20-30 Bloomfield High School 12th Grade students in the Fall of 2024. Students who participate in this program will complete CNA training, including clinical worksite experiences, alongside their regular course of 12th grade study and will be on track to graduate in the Spring of 2025 with both a High School Diploma and a CNA license. CNA training will be offered by an accredited training provider during the school day as a credited-bearing elective which youth can add to their academic schedule.

Youth enrolled within the CNA training elective will receive exposure to the health care sector, 60 hours of classroom-based instruction, 40 hours of hands-on experience through clinicals, and supports such as CNA professional attire and costs of CNA licensing. Program graduates will be well equipped to enter unsubsidized employment in a high-demand occupation and/or pursue further

postsecondary training. This project, launched as a pilot, directly advances state and regional goals for increasing students' postsecondary and career readiness through integrated dual track training frameworks and will demonstrate a replicable and scalable model for addressing talent pipeline shortages in the healthcare sector and other priority areas. This model of training allows students to complete not only with a high school diploma but with CNA certification/license as well, which will allow them to make sustainable wages upon graduation.

In addition to CNA training, students will receive case management and career advising services from a Youth Career Navigator, hired specifically to support the Dual Track CNA Training Program. Upon completion of the program all students will be referred to the Summer Youth Employment & Learning Program to receive healthcare internship opportunities within the SYELP framework which will further the student's health care career exploration experience. Youth who cannot, or who opt not to participate in SYELP will be enrolled in post-secondary education, advanced sector-based training facilitated by the public workforce system, and/or will enter permanent unsubsidized employment post-graduation.

Other Targeted Initiatives

Connecticut Recovers Opioid Grant

Capital Workforce Partners, in partnership with the Connecticut Department of Labor, was awarded another Connecticut Recovery in the Workplace/Opioid 2.0 Grant in March 2023. This grant funds a position for a Substance Abuse/Peer Navigator in the AJC. The Peer Navigator supports individuals who have been affected by the opioid crisis address barriers to employment and assists them to navigate systems and access training and employment services. In addition, the Peer Navigator will work with the regions RBHAO to certify employers as a "Recovery Friendly Workplace" and assist with eliminating barriers for those employees and potential employees impacted by addiction.

Ticket to Work

Social Security's Ticket to Work program offers Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) beneficiaries with disabilities the opportunity to explore work while safeguarding their benefits and healthcare through various work incentives. The Ticket to Work program supports and encourages workers with disabilities on the journey to financial independence and self-sufficiency.

Goal 2: Convene robust Regional Sector Partnerships that drive demand-driven talent pipelines and advance good jobs, skills-based hiring, and other equity strategies.

Key Strategies:

1. Build capacity of Regional Sector Partnerships to enact business-led workforce initiatives such as talent pipeline development and workforce policy & advocacy, while advancing middle-skill hiring opportunities that connect to high-quality career pathways.
2. Achieve high levels of business engagement and investment into Regional Sector Partnerships to support long-term sustainability.

Effective workforce development initiatives are designed with the job in mind. CWP has adopted a Regional Sector Partnership (RSP) framework to organize businesses in target industry sectors, creating a shared table for companies in a given sector, educators, and community partners to collectively address workforce issues and opportunities in the region. This business-led, community-supported model uniquely positions RSPs to validate demand-driven and responsive workforce strategies, especially those that connect to multi-year sequences of education, training, and upskilling.

Each of CWP's sector-based training initiatives has been developed in response to demonstrated industry hiring and talent pipeline needs to ensure that program participants have direct access to high-quality employment opportunities upon completion of training. CWP continues to partner directly with RSP members to secure job placement opportunities and concurrently advance equity strategies such as skills-based hiring and the US DOL Good Jobs Principles. We aim to further improve organizational capacity to deliver technical assistance and other supports to businesses pursuing these strategies.

Regional Sector Partnerships

Capital Area Healthcare Partnership (CAHP)

The Capital Area Healthcare Partnership is a regional sector partnership that brings together healthcare providers to collaborate on tackling shared challenges. This partnership is being driven by healthcare leaders from across acute, post-acute, primary care, long-term care, home health, behavioral health, and other providers. Capital Workforce Partners and the Connecticut Health Council are the co-convenors, working in coordination with other economic development, workforce and education organizations at the region and state levels. The partnership's mission is to increase the stability of the healthcare industry as a critical economic driver and to improve outcomes through collaborative strategies.

The partnership's leadership team is comprised of executive leaders from Bristol Hospital, Hartford Healthcare, iCare, Intercommunity Healthcare, New Horizons, Inc., Oak Hill, and Wheeler Clinic. The leadership team's goal is to ensure the partnership is focused on the right priorities and achieving desired outcomes. The team meets to plan the agenda for each quarterly partnership meeting and as needed to discuss the partnership's direction.

The bulk of the work done through the partnership is driven by action teams. The goal of the Policy Action team is to unify and strengthen the voice of healthcare providers. The team focuses on advocating for public policies that improve the stability of the healthcare industry, patient care, and access to quality healthcare jobs. The goal of the Action Team called Building the Healthcare Workforce of Tomorrow is to educate, engage, and actualize Connecticut youth and adults regarding healthcare opportunities, careers, and career pathways.

The partnership was launched in December of 2022 and has grown to 28 healthcare organizations and is supported by 31 public partners.

CAHP receives funding from Workforce Solutions, a funders' collaborative.

Advanced Manufacturing Employer Partnership (AMEP)

The Advanced Manufacturing Employers Partnership (AMEP) is an employer led consortium that supports initiatives to grow and enhance the manufacturing talent pipeline for aerospace and other manufacturers in North and Central Connecticut. It is a prime venue for manufacturing employers to come together to share ideas, express challenges, and influence workforce development initiatives. AMEP has a core focus on the manufacturing talent needs of advanced manufacturing employers, primarily aerospace in support of the supply chain of small-medium size manufacturers centered around Pratt and Whitney.

Each quarterly meeting brings together speakers on current topics such as apprenticeship, manufacturing innovation, and workforce forecasting. Participating employers have first-hand access to state and federal programs that offer financial support aimed at helping businesses succeed and grow.

AMEP receives funding from Workforce Solutions, a funders' collaborative and is convened by the Connecticut Center for Advanced Technology (CCAT).

Capital Area Tech Partnership (CATP)

Launched in 2021, this regional sector partnership brings together business leaders from the Connecticut capital region's technology companies to tackle common challenges that impact the growth and resiliency of the IT sector. It is supported by a collaborative team of public partners representing education, workforce development and economic development organizations and co-convened by Capital Workforce Partners and Metro Hartford Alliance.

The CATP convenes workgroups and quarterly meetings in an ongoing network to address pressing issues together, including workforce and talent development, networking opportunities, and policy topics that warrant an elevated sector voice. CATP is the Tech Regional Sector Partnership for Connecticut's capital region, launched with the support of the Governor's Workforce Council. Regional partnerships are modeled after nationally recognized Next Gen Sector Partnerships, which are active in 18 states around the country.

The CATP steering committee includes representatives from CGI, HCL Technologies, and Stanley Black and Decker.

Capital Area Transportation, Distribution, and Logistics Partnership (CATDLP)

The Capital Area Transportation, Distribution, and Logistics Sector Partnership was launched in 2022 and brings together businesses from the industry to address common challenges and strengthen the economic viability of the TDL industry in the region. This partnership is business-led, with a steering committee comprised of representatives from Lily Transportation, DATTCO, Dominos, Bozzuto's, and S&S Worldwide. It is convened by Capital Workforce Partners working in coordination with other economic development, workforce, and education organizations at the regional and state levels.

Through this partnership business leaders are working to advance TDL business priorities in the following areas:

- **Industry Promotion and Career Awareness:** Advancing strategies to connect underrepresented groups to career opportunities, including women and youth, while addressing stigmas commonly associated with work in these industries.
- **Workforce Development:** Creating opportunities and resources for training new staff and upskilling existing workers to take on leadership roles.
- **Policy:** Elevating the voice of TDL with policymakers, reducing barriers to effective operations and increasing the stability of the industry as an economic driver.

CATDLP receives funding from Workforce Solutions, a funders' collaborative.

Sector-Based Training Programs

Career ConneCT

Capital Workforce Partners (CWP) is a subrecipient of the CT Office of Workforce Career ConneCT grant. CWP was awarded \$9MM to lead Career ConneCT initiative in the CDL and Information Technology industries. Additionally, CWP is a subrecipient of other Connecticut WDBs for green, manufacturing and Healthcare. Capital Workforce Partners (CWP) is committed to serving up to 850 participants statewide in the following sectors, CDL, IT, Green, manufacturing, and Healthcare.

The CareerConneCT training programs are designed to provide support to individuals in need of reskilling, upskilling, or next-skilling, including supporting individuals in accessing and participating in short term training programs that result in an industry-recognized credential and entry into employment in a high-quality career pathway in the IT, Manufacturing, CDL, Green and Healthcare industry sectors. Career ConneCT participants may also receive a skills inventory, case management, and job placement support, as well as supportive services such as transportation, childcare, housing, food, technology, benefits counseling, stipends, and/or other services needed to attend job training and care for your family during training.

Good Jobs Challenge

CWP is a subrecipient of the CT Office of Workforce Strategy's \$24MM EDA Good Jobs Challenge grant award. CWP's sub-award focuses on two Regional Sector Partnerships (RSP) co-convened by CWP in the North Central Region – IT/Tech and Healthcare. In the North Central Region, CWP's outcomes include 113 individuals to be trained in IT/Tech and 143 in Healthcare – with emphasis on RSP-informed training and upskilling options. The project includes additional resources to develop curriculum, market/brand RSPs, and provide staff support to increase RSP membership and engagement.

H-1B CT-WHISP

The H-1B Connecticut Workforce & High-Tech Industry Skills Partnership (CT-WHISP) Grant Program is a four-year, \$10 million grant to invest in training for key sectors of the U.S. Economy running from February 2021 – January 2025. Capital Workforce Partners (CWP) is one of the nineteen Grant recipients, who will focus on upskilling the current workforce and training the workforce of the future for critical industries such as IT and advanced manufacturing. This grant is in partnership with the other four workforce boards in Connecticut and is targeted to serve 2086 individuals statewide and 440 in the North Central Region. Capital Workforce Partners (CWP) in partnership with the American

Job Center (AJC) network, regional IT and manufacturing employers and regional IT and manufacturing training providers are using innovative training strategies and training delivery methods to provide individuals in our communities with the skills necessary to succeed in middle and high-skilled H-1B occupations. Training models include a broad range of virtual/hybrid/classroom skills training, on-the-job training, and incumbent worker training. To date, we have served 1285 individuals statewide: 373 participants enrolled in skills training, 781 participants have been enrolled in incumbent worker training and 131 have enrolled in on-the-job training.

Apprenticeship Connecticut Initiative

The Apprenticeship Connecticut Initiative (ACI) is a four-year Connecticut bond-funded initiative promoting Pre-Apprenticeship and Registered Apprenticeship programming. CWP was awarded \$2.2 million in 2020 to implement Pre-Apprenticeship and credential-based programming in the Manufacturing, Healthcare, and Construction sectors. These programs were organized in partnership with the Connecticut State College & University (CSCU) system, Goodwin University, and other partners, serving both adults and youth. The ACI grant enables CWP to leverage the American Job Center (AJC) network to provide enhanced Pre-Apprenticeship training opportunities for recipients of AJC services leading to either Registered Apprenticeship enrollment or unsubsidized employment. During year one of this initiative, 147 participants received Pre-Apprenticeship or Registered Apprenticeship training with 87 earning credentials and 29 gaining employment. In year three, CWP added the transportation sector to the grant to meet the CDL training demand. To date, 416 participants have received Pre-Apprenticeship or Registered Apprenticeship training with 217 earning credentials and 167 gaining employment. This grant is contracted to end in May 2024.

Jobs Funnel

The Jobs Funnel was launched as a pilot in Hartford to provide qualified workers opportunities to pursue careers in the construction trades. Jobs Funnels programs now operate in two local workforce areas – north central and northwest – under the aegis of the respective regional WDBs. State-level coordination is provided through the Office of Workforce Competitiveness.

State general fund dollars help support Jobs Funnel efforts.

Jobs Funnel services typically include outreach/recruitment, assessment, case management, pre-employment training, job placement, and retention support services. Since their inception, the various regional funnel initiatives have helped to place more than 4,488 individuals in a variety of construction-related jobs, in both union and non-union settings, and in apprenticeships. The average hourly starting wage for participants who have completed the Jobs Funnel training is approximately \$17-21. The Jobs Funnels are an example of innovative public-private partnerships involving employers, labor, community-based organizations, state and local agencies, non-profits, and local funders to address shared objectives.

Goal 3: Build a coordinated, efficient, and responsive workforce system that economizes limited resources to achieve scale and impact.

Key Strategies:

1. Develop cross-agency collaboration opportunities to serve at-risk and disconnected youth in Hartford and build a framework for regional expansion.
2. Build collective impact models that leverage resources and services across agencies to serve targeted populations.

The public workforce system has received significant federal and state investment throughout the pandemic period, including through the CT Career ConneCT grant program, US EDA Good Jobs Challenge, and historic federal investments including the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA). CWP is committed to maximizing the impacts of these opportunities to benefit North Central Connecticut residents and businesses. Effective service delivery and resource utilization demands integrated, data-driven programming that responds in real-time to changing conditions in the local labor market.

CWP continually pursues opportunities to enhance the regional workforce system, including through strategic partnership development, capacity-building initiatives, and cultivation of best practice workforce models and tools.

One Stop Operator

The One Stop Operator builds and maintains partnerships with WIOA mandated partners. In addition, the Operator builds partnerships with other State agencies and community partners to support the American Job Center and job seeker needs. The Operator facilitates quarterly partners meetings. The Operator establishes and maintains customer satisfaction standards, strategies, and customer referral process in partnership with the One Stop Contractor. The Operator works in partnership with the One Stop Contractor to ensure continuous improvement of the One Stop System. The Operator is responsible for completing One Stop Certification every three years for all AJC sites in the North Central region.

Hartford Career Navigation Systems Development

CWP, the City of Hartford, the United Way of Central and Northeastern Connecticut, and the Hartford Foundation for Public Giving launched the Career Navigation Systems Development Initiative in response to an identified, systemic need for coordination of and navigation to employment and training resources. This includes a commitment to eliminating the duplication of projects and services through increased collaboration and developing a streamlined system of services for workforce development and career opportunities for Opportunity Youth (OY) and young adults in Hartford aged 14-29. Born in response to the challenges posed by the COVID-19 pandemic, the initiative focuses on the thousands of Opportunity Youth and Disconnected Young Adults in Hartford, aiming to provide them with a clear path forward.

The initiative is driven by five key strategies designed to create a comprehensive and supportive ecosystem for the city's youth to improve interagency coordination and referrals between agencies. The five strategies include: 1) Establishing a Community of Practice for career navigation staff; 2) Developing a virtual directory of services and resources; 3) Enhancing local data infrastructure to track referrals and outcomes; 4) Creating/Branding Career Navigation Hubs; and 5) Formalizing agency partnerships through MOUs and data sharing agreements.

Hartford Work Based Learning Network

The Hartford Work Based Learning Network (WBLN) is comprised of twenty-five organizations who are dedicated to helping Hartford school-aged youth develop critical hard and soft workplace skills necessary for post-secondary education and/or career. The WBLN evaluates WBL program participants on 12 Career Competencies. These Competencies range from general professional skills to problem solving/critical thinking skills to teamwork/collaboration skills. Competencies help assess areas where youth show strong skillsets and areas where students need to improve. The Network is CWP's primary venue for building local provider capacity to design and implement high-quality Work-Based Learning programming that aligns to regional standards and assessment criteria.

In addition to the competencies, the Network has also developed WBL rubrics for providers and employers (e.g., internship worksites) to evaluate youth development along the competencies. The Network has also developed a website to centralize WBL resources for regional stakeholders. The WBLN will continue to have a significant role as CWP aims to develop system-wide Career Readiness curriculum, standards, and assessments.

Hartford Working Cities Challenge (HWC)

CWP is a partner with Hartford's Working Cities initiative, which is a focused, concentrated, and urgent effort that tackles two economic challenges facing Hartford: poverty and the need for an educated workforce to attract and retain employers to the city and the region. The Hartford Working Cities is a partner with the Hartford Opportunity Youth Collaborative, and supports youth leadership development, career pathways support and providing outreach to the community for employment and training opportunities. The Working Cities Initiative has been a core partner of the Hartford Career Navigation System work supporting higher quality, real time youth referrals to services between youth agencies. As challenges increased for disconnected youth during and after the pandemic, connecting youth to quality career pathways with support services is a critical youth workforce strategy.

East Hartford Working Cities Challenge (EHC)

Capital Workforce Partners (CWP) is an active partner in *East Hartford CONNects (EHC)*. EHC represents East Hartford's initiative as one of five municipalities participating in the Connecticut Working Cities Challenge, organized by the Federal Reserve Bank of Boston. EHC's purpose is to assist East Hartford residents with career development and educational resources and to foster community engagement. The initiative's staff works with residents who are searching for a new job or need assistance navigating available resources in the community.

SAWS

The CT Statewide Accessible Workforce Services (CT SAWS) grant is in partnership with Workforce Alliance. SAWS is a comprehensive statewide initiative designed for Workforce Development Boards to expand their access to our public workforce. The program encompasses various key components to address the diverse needs of its target populations, including historically marginalized communities, Dislocated Workers affected by COVID, long term unemployed and UI (including PUA) exhaustees. To effectively reach these populations SAWS incorporates key strategies, such as our Live Chat platform, social media campaigns to reach marginalized communities, and website language

accessibility features. SAWS also provides access to free online training and career preparation through SkillUp CT (Metrix Learning). Individuals utilize the Live Chat on CWP's website can connect to a Live Chat Specialist to receive information connected to CWP and American Job Center programs. SAWS was effective through 9/30/23 but received a no-cost extension through 6/30/24, with a focus on developing social media campaigns to connect with marginalized communities, expanding our reach to inform of the array of services available through social media platforms such as LinkedIn, Instagram, and Facebook. Through SAWS, within the North Central region we've been able to assign over 2,000 licenses for Metrix Learning resulting in over 2,400 course completions. We've also connected with over 13,000 through our Live Chat to connect with services.

- B. Describe the process used to develop the LWDB's vision and goals, including a description of the participants in the process.*

CWP's goals are consistent with its vision and mission. 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. The goals are also guided to address racial and economic inclusion of all of the region's diverse populations.

CWP has a wide range of committees and community partnerships which support feedback loops and inputs to the organization's vision and goals. CWP Board is over 50% composed of business representatives and is composed of all major WIOA core partners and community representatives, and adopts and supports the organization's goals and strategies. CWP's One Stop Committee, Future Workforce Services Committee and other committees all provide review, input and adoption of critical organizational goals. The Consortium of Chief Elected Officials meet quarterly to review and update the WIOA plan and strategies.

- C. Describe the local area's strategy to work with entities that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals established by the local board. In addition, describe how the LWDB may be coordinating, streamlining, and aligning processes across regions.*

CWP has executed MOUs with all core partners and meets regularly with stakeholders to ensure continuous strategic alignment and operational coordination. For further detail see Section IV.A.: Vocational Rehabilitation, Adult Education and Literacy, and Temporary Assistance for Needy Families.

CWP partners closely with the CT Office of Workforce Strategy, CT Department of Labor, and CT Governor's Workforce Council, as well as the other four CT Workforce Boards, to align regional strategies and initiatives with state-wide efforts, including through regular meetings and communications.

- D. Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups.*
For further detail see Section IV.A.: Vocational Rehabilitation, Adult Education and Literacy, and Temporary Assistance for Needy Families.

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

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

Goals	Relation to Federal Performance Accountability Measures
Improve equitable access to industry-recognized skills and credentials that enhance employment outcomes for underserved populations.	<ul style="list-style-type: none"> Increased credential attainment and measurable skills gain rates Positive employment outcomes for priority of service populations
Convene robust Regional Sector Partnerships that drive demand-driven talent pipelines and advance good jobs, skills-based hiring, and other equity strategies.	<ul style="list-style-type: none"> Increased numbers of businesses receiving services with positive outcomes and customer satisfaction Enhanced earnings outcomes for jobseekers entering quality career pathways
Build a coordinated, efficient, and data-driven workforce system that economizes limited resources to achieve scale and impact.	<ul style="list-style-type: none"> Continuous improvement across system performance measures

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

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

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

Employment (Second Quarter after Exit)	
Adult	61.1%
Dislocated Worker	80.5%
Youth	74.0%
Employment (Fourth Quarter after Exit)	
Adult	68.4%
Dislocated Worker	81.0%
Youth	74.0%
Median Earnings (Second Quarter after Exit)	
Adult	\$6,480
Dislocated Worker	\$10,100
Youth	\$3,600
Credential Attainment Rate	
Adult	70.3%
Dislocated Worker	67.0%

Youth	79.0%
Measurable Skill Gain	
Adult	66.0%
Dislocated Worker	56.0%
Youth	66.0%

*The anticipated local levels of performance indicated in the chart above is based on negotiated rates from PY23

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

All CWP service provider contracts include performance metrics that are tied to the region’s WIOA performance goals and to CWP’s vision for quality service delivery. The contractor performance goals for PY 23 are shown in the charts below and will be aligned with the region’s negotiated performance targets.

Adult Contractor Goals

Performance measures will be calculated quarterly according to the procedures detailed below.

Schedule

Measures will be calculated both quarterly and cumulatively for the program year. Quarterly reports will be generated 45 days after the end of the quarter, on approximately the following dates (subject to change):

- 11/15/2023
- 2/15/2024
- 5/15/2024
- 7/10/2024 *[Subject to change based on contractual and end of year closeout needs]*

WIOA Measures

Performance Requirements for Contract Compliance – Level 1 Goals	Goal FY23
WIOA Employment Rate at Exit	83%
WIOA Weekly Earnings at \$700 at Exit	55%
Customers actively recruited and enrolled in WIOA	300
ITA Credential Rate (measured 30 days after completion)	72%
Online Training Credential Rate (measured 45 days after completion)	72%
Customers referred to the OLC will have resumes and cover letter uploaded in CTHires	90%
Customers referred to the OLC will receive a job readiness service	50%
Customers enrolled in leveraged, credential –based, workforce training programs	100
Customers enrolled in placement services with Business Services placed in unsubsidized employment	75%
The Business Services Unit will engage and provide a service to the active caseload	75%
New businesses that receive a core service from the Business Services Unit	50
IEPs updated every 90 days	95%

WIOA monthly caseload entered in ETO (15 days after participation)	90%
Participation documented 10 days after WIOA Application completion	70%
Required follow-up will be completed and documented quarterly	85%

The second level of performance is a set of benchmarks that measure progress toward CWP’s strategic vision of closing the skills gap and placing job seekers into employment at self-sufficiency wages. Contractor will be eligible to earn performance incentive payments for meeting these goals per a specified performance schedule.

Performance Requirements for Contract Compliance – Level 1 Goals	Goal FY23
WIOA Employment Rate at Exit	85%
WIOA Weekly Earnings at \$800 at Exit	40%
Customers actively recruited and enrolled in WIOA	350
ITA Credential Rate (measured 30 days after completion)	75%
Online Training Credential Rate (measured 45 days after completion)	75%
Customers referred to the OLC will have resumes and cover letter uploaded in CTHires	100%
Customers referred to the OLC will receive a job readiness service	55%
Customers enrolled in leveraged, credential –based, workforce training programs	120
Customers enrolled in placement services with Business Services placed in unsubsidized employment	80%
The Business Services Unit will engage and provide a service to the active caseload	80%
New businesses that receive a core service from the Business Services Unit	60
IEPs updated every 90 days	100%
WIOA monthly caseload entered in ETO (10 days after participation)	90%
Participation documented 10 days after WIOA Application completion	80%
Required follow-up will be completed and documented quarterly	95%

Youth Contract Performance Goals July 1, 2024-June 30, 2027:

1. New Enrollments
 - i. 100% of the contracted number of youth to be served will be enrolled into the WIOA Youth program by the end of the third quarter of the program year.
2. ISS Supportive Services
 - i. 100% of youth who require a supportive service within the Individual Service Strategy will be referred or provided with the necessary services within 2 weeks of the ISS creation/update.
3. Measurable Skill Gain
 - i. 80% of youth will achieve a measurable skill gain for each program year they are enrolled in an education or training activity.
4. Sector-Based Training
 - i. 80% of newly enrolled youth will begin an approved sector-based training within 180 days after enrollment.
5. Sector-Based Credential Attainment
 - i. 80% of youth who finish an approved sector-based training during the program year will receive a recognized post-secondary credential corresponding to the training.

6. Paid Work Experience
 - i. 40% of active participants will receive work experience by 3rd quarter of program year.
7. Program Expenditures
 - i. 70% of the budgeted work experience dollars will be expended by the third quarter of the program year.
 - ii. 70% of the budgeted participant training line items will be expended by the third quarter of the program year
8. Carry-In Youth
 - i. 80% of carry-in youth who have not received a credential are placed in training by the 2nd quarter of the program year.
 - ii. 80% of carry-in youth who have received credentials and are not placed in employment or post-secondary education will be placed in permanent employment, post-secondary education, and/or paid work experience by the 2nd quarter of the program year.
9. Placements at Exit
 - i. 80% of youth exited within the program year will be enrolled in education, advanced training, or apprenticeships, or will be employed in an unsubsidized job at exit.
10. Exiters with an Hourly Wage at/above \$18.00
 - i. 40% of youth who enter unsubsidized employment or apprenticeships, and are not enrolled in post-secondary education, will earn a wage of \$18.00 per hour or more at exit.
11. Follow-Up Services
 - i. 100% of required follow-up will be completed and documented quarterly.
 - ii. 80% of youth who have their 2nd quarter of follow up within the program year will be enrolled in education, advanced training, or apprenticeships, or will be employed in an unsubsidized job.
 - iii. 80% of youth who have their 4th quarter of follow up within the program year will be enrolled in education, advanced training, or apprenticeships, or will be employed in an unsubsidized job.

IV. COORDINATION OF SERVICES

A. Coordination with Partner Programs and Services

Describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, Adult Education and Literacy activities and TANF. Specify how the local area will coordinate with these programs to avoid duplication and foster integrated services to improve service delivery for shared customers.

To avoid duplication of services to customers, and better serve customers who have need for multi-agency support, CWP establishes Memoranda of Understanding (MOUs) with partner agencies to define roles and responsibilities.

Vocational Rehabilitation

CWP employs a Disability Resource Coordinator (DRC) who leads coordination of services for individuals with disabilities and implements project activities to improve education, training and employment opportunities and outcomes for youth and adults with disabilities who are unemployed, underemployed and/or receiving Social Security disability benefits.

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

An MOU is in place and Vocational Rehabilitation staff (ADS) are on site at the North Central AJCs on a weekly basis.

Adult Education and Literacy

CWP has established a One-Stop Adult Education Liaison position in its One-Stop career services contract. The liaison has scheduled hours at Hartford Adult Education to connect students with the One-Stop system; she goes out to other Adult Education centers in the region upon request.

An interagency referral process is in place that includes a release of information, streamlining information sharing in particular CASAS scoring. Adult Education providers are active participants in the WIOA Partners meetings. An MOU has been signed between CWP and DOE.

CWP is an integral partner and the convening organization for the Capital Area Adult Literacy Network, an adult literacy collaborative. The Network envisions a regional adult literacy system that offers:

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

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

JFES services are delivered through the 2Gen lens taking the whole family in account. The CTDOL Deputy Commissioner and the JFES Unit Director have been very involved in the state’s 2Gen Initiative. As a result, the CT DOL JFES unit is looking at the entire JFES program through the 2Gen lens and is pursuing a number of enhancements to the program that are in the spirit of 2Gen.

CWP’s JFES program is coordinated with the CT DOL and Department of Social Services (DSS). The JFES program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), the state cash assistance program for needy families within the TANF block grant. JFES activities are designed to move the hardest-to-employ recipients rapidly and effectively into employment and toward self-sufficiency. The JFES program is fully integrated into the One-Stop system; the One-Stop contractors, EDSI, serve both TANF and WIOA customers. JFES career services include case management, job search assistance, vocational education, subsidized employment, adult basic education and/or employment-related support services such as transportation and childcare assistance.

Recent TFA Updates:

- *Effective 10/1/2023* - TFA asset limit increases from \$3,000 to \$6,000 per household.

- *Effective 1/1/2024* - A TFA household is allowed an earnings disregard up to 230% FPL for a period of 6 consecutive months after exceeding earnings of the current 100% FPL disregard. The TFA benefit will be reduced by 20% for TFA households earning 171% FPL to 230% FPL during this 6-month period.
- *Effective 4/1/2024* - The TFA time limit will increase from 21 months to 36 months. Two 6-month extensions will be allowed for families earning below 100% FPL. This is a change to the income criteria that currently applies to extensions. Now to qualify for an extension a TFA family must have income below the TFA payment standard.

Implementation of Financial Literacy Workshops for JFES participants: The CT DOL has partnered with the Connecticut Association for Human Services (CAHS) to provide the “Money Matters” financial literacy workshop to all JFES participants within 90 days of being granted Temporary Family Assistance (TFA), Connecticut’s cash assistance program. The workshops are facilitated by CAHS volunteers and are held in all of the AJCs across the state. The goal of the workshop is to help JFES participants take steps toward financial empowerment.

CWP and CTDSS will explore opportunities to coordinate services beyond TANF. CTDSS delivers a wide variety of services to children, families, adults, people with disabilities and the elderly, including health care coverage, food and nutrition assistance, child support services, independent living services, energy assistance, and program grants.

B. Coordination with Economic Development Activities

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

CWP works closely with the CT Department of Economic and Community Development (DECD) and CT DOL in support of their state-driven programs. CWP also fosters relationships with local economic development agencies such as AdvanceCT and MetroHartford Alliance to respond to the needs of employers that are, or are considering, locating or expanding in towns within the region. Services might include customized recruitment activities or job fairs targeted to employers receiving financial or administrative assistance from DECD or a town. CWP also engages DECD through the One Stop/AJC business services unit, with DECD, DOL and CWP supporting employer engagement.

CWP also partners with the Governor’s Workforce Council and convenes numerous Regional Sector Partnerships (RSP) to link workforce development to various economic development growth opportunities. CWP’s IT/Tech and Healthcare RSPs are co-convened by CWP and MetroHartford Alliance, the regional economic development entity. CWP is a lead stakeholder involved in the Capitol Region Council of Government’s (CRCOG) Comprehensive Economic Development Strategy (CEDS) Implementation Committee. CRCOG is the regional Economic Development District, as designated by the US EDA. CWP also works with regional Chambers of Commerce to engage area business needs around workforce development.

C. Coordination of Education and Workforce Development Activities

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

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

CWP works with the Connecticut State Colleges & Universities (CSCU) to develop partnership work around employment and training programs, including pre-apprenticeship, apprenticeship, individual training accounts and other workforce development strategies. CWP works with local school districts on the Summer Youth Employment and Learning Program (SYELP), pre-apprenticeships and other work-based learning programs. CWP also works with the Connecticut Technical Education and Career System (CTECS) around pre-apprenticeship and other work-based learning systems. CWP is the backbone for the Hartford Work-Based Learning Network and supports the Governor's Work-Based Learning Committee. CWP supports targeted dual-track education and training programs through its career pathway work and out-of-school and in-school youth employment programming.

CWP works closely with the CT State Community College campuses in the region, namely Asnuntuck, Capital, Manchester, and Tunxis, holding regular leadership meetings with college representatives to ensure training and courses align with employer needs and are labor market driven. In addition, it collaborates with the region's technical high schools to offer post-secondary vocational training courses. The Enfield One-Stop Center is co-located at the CT State Asnuntuck campus, and the Bristol One-Stop Center is co-located at the CT State Tunxis campus. The East Hartford AJC is co-located on the campus of Goodwin University and the Hartford AJC is co-located at Hartford Public Library.

CWP also engages numerous public and private postsecondary institutions through the Regional Sector Partnerships. The Capital Area Tech Partnership, through a Tech Talent Accelerator initiative, has brought college instructors and employers together to develop almost a dozen new industry-informed college training options in IT/Tech fields.

D. Coordination of Transportation and Other Supportive Services

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

CWP-facilitated workforce programs always include Supportive Services as a core element of program design. Workforce transportation supports are provided in the form of gas cards, bus passes for public transportation, vehicle repairs etc. Other Supportive Services include work and/or interview attire or equipment and basic needs supports are also provided as needed to ensure participant success. Payment for transportation and other supports for individual workers or jobseekers is based on need and is provided by CWP via grant funds. CWP also secures private funds to provide supportive services to specific target populations, including ex-offenders.

E. Coordination of Wagner-Peyser Services

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

CWP and CTDOL are co-located at the comprehensive One-Stop center and have a strong working partnership that promotes a seamless operation, enhancing access to program services and long-term employment outcomes for both job seekers and employers. Programs and services are integrated where feasible by jointly serving common customers, supporting interagency in-service training, and providing information and services that most directly meet the customer's needs. Wagner-Peyser services are overseen by the local Job Center Director, a member of the CWP Board, and meets regularly with both CWP and WIOA Title I contractor staff to ensure service provision is coordinated and effective.

The MOU between CWP and DOL documents an agreement to coordinate the delivery of services and activities to:

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

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

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

F. Coordination of Adult Education and Literacy

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

CWP works with and supports adult education programs in coordination with CSDE supporting projects using Title II, WIOA funds. CSDE conducted a new competition in April 2024 with CWP supporting several adult education providers who have applied for funding to offer Integrated Education & Training, Career Navigation, and Integrated English Language and Civics Education (IELCE) programs, among other priority areas, which aligned with their local workforce development boards' identified industry sectors. Certification programs include manufacturing, health occupations and other occupations.

CWP utilizes an AJC Adult Literacy Liaison and the Capital Adult Literacy Network described in IV.A. as the vehicle for coordination of Adult Education activities. CWP will continue to coordinate with the

Connecticut Department of Education to ensure that the workforce development board is included in future Title II procurement process.

CWP is also currently engaged in a Basic Skills Remediation pilot project, in partnership with local adult education providers, to deliver contextualized skill development for individuals that have attained a high school diploma but who are still determined to be basic skills deficient.

G. Coordination with other Local Areas or Bordering States

Describe any partnerships between one or more LWDBs and/or partnerships with entities in bordering states that address the workforce needs of the region(s).

CWP supports the New England Knowledge Corridor, which follows Interstate 91 and the Connecticut River through Connecticut and Massachusetts, and occasionally partners with the corresponding CT and MA Workforce Development Boards (e.g., MassHire Hampden County Workforce Board and MassHire Franklin-Hampshire County Workforce Board), Councils of Government, and Planning Commissions in the Corridor to conduct research and resource development activities. CWP recognizes significant labor market interactions and commuting patterns between jobseekers and employers in Hartford, CT and Springfield, MA.

H. Cooperative Agreements

Provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

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

V. LOCAL ONE-STOP SYSTEM

A. General System Description

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

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

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

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

Required partner roles and contributions are as follows:

- CWP provides career services, training, and business services at all six One-Stop centers and at the library satellite and contributes technical support and financial resources to the facilities occupied and utilized by staff delivering WIOA Title I services.
- YouthBuild, Native American, Job Corps, and Migrant & Seasonal Farmworker programs are off-site. Through a reciprocal referral process, career services are provided at a location that meets the specific needs of the One-Stop participant.
- CT Department of Labor provides career services, training, and business services at the comprehensive center, and contributes technical support and financial resources to the facilities occupied and utilized by staff delivering Wagner-Peyser, Trade Act, Veterans, UI and other DOL services.
- CT State Department of Education (CSDE) provides adult literacy services through contracts with Title II service providers. CSDE contributes financial resources to support adult literacy assessments for jobseekers, and costs associated with the One-Stop Adult Education position, who connects local adult education providers with the One-Stop system. The local Manchester Adult Education program contributes financial resources to the facility occupied by its staff and students in the Manchester One-Stop affiliate site.
- CT Department of Aging and Disability Services (ADS) - Bureau of Rehabilitation Services (BRS) and Bureau of Education Services for the Blind (BESB) provide career services and training to jobseekers with disabilities through referral and the Integrated Resource Team process. BRS | BESB staff occupy the Hartford AJC one day each week. Additionally, BRS is collocated in Bristol, East Hartford, Enfield, and New Britain, where staff attend at least once a week.
- Older Americans Act/Senior Community Service Employment Program (SCSEP) services are off-site and available to One Stop customers through referrals to The Workplace's SCSEP location, which is next door to the comprehensive Hartford One Stop Center.
- Career and Technical Education Programs of study at the postsecondary level as authorized under the Carl D. Perkins Act of 2006 and Perkins V are provided off-site at CT State Community College [CSCC] locations in the north central One-Stop area.
- The CT Department of Social Services (DSS) partners with the One-Stop system through the Jobs First Employment Services (JFES) program for Temporary Assistance for Needy Families (TANF) recipients. The JFES program contributes technical support and financial resources to the facilities occupied and utilized by staff delivering JFES services. CWP and CTDSS will explore opportunities to coordinate services beyond TANF at the One-Stop sites.

2. *Identify any non-required partners included in the local one-stop delivery system.*

CWP collaborates with federal, state, and local entities and partner organizations beyond those required by WIOA to enhance the delivery of employment, education, and training programs through the one-stop system. CWP's Disability Resource Coordinator offers the federal Social

Security Administration's *Ticket to Work and Self Sufficiency (Ticket) Program* to SSDI and SSI beneficiaries with disabilities, providing the opportunity for them to explore work options or education while safeguarding their healthcare and cash benefit choices. *SNAP Employment and Training* is offered through referrals to north central Connecticut State Community College and other partner locations to help eligible participants gain the skills needed to find work and become more independent. CWP maintains a local AJC satellite location at the Hartford Public Library. CWP currently collaborates with multiple community partners and state/provider agencies to support referrals to the Connecticut Department of Aging and Disability Services | *BRS CT Pathways to Integrated Employment* [CTPIE] initiative. This initiative helps eligible youth and adults with intellectual and developmental disabilities find employment, working side-by-side with people of all abilities and earning competitive wages and benefits. Additional partners include local reentry and supportive service providers.

3. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs.
See Attachment VI – Partner MOUs.

B. Customer Access

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

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

1. *Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities.*
 - CWP employs a Disability Resource Coordinator (DRC) who has lead responsibility for facilitating disability awareness training, ensuring that policies and procedures do not impede access to the facilities, services, and communication for individuals with disabilities.
 - CWP coordinates with CTDOL to conduct an annual review of facilities as well as policies and procedures to ensure accessibility and compliance with Americans with Disabilities Act.
 - CWP coordinated with the Bureau of Education and Services for the Blind, within ADS, for technical assistance to ensure that its website meets accessibility standards.
 - The DRC secures outside experts to provide staff training as well as providing some training herself. All staff receive Disability Etiquette and Integrated Resource Team training upon onboarding.
 - One-Stop centers in the region are equipped with adaptive technology, including:
 - For individuals with physical restrictions: adjustable workstations

- For individuals with visual impairments: large screen monitor with Text to Speech (JAWS) software, Zoom Text and customized keyboards
- For individuals who have low vision or learning disability: Large Print Documents and Screen Magnifier are available
- For individuals who are hard of hearing: a microphone with amplifier for use in workshops, and a pocket talker for one-on-one appointments are used.
- For individuals who are D/deaf: CWP is registered with LifeBridge and Source ASL Interpreting Services. All AJCs have video phones that connect with ASL interpreting services

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

The American Job Centers (AJCs), in the North Central region, incorporate Universal Design (UD) as a part of its continuous improvement plan. Capital Workforce Partners (CWP) is committed to UD principles to ensure jobseekers have equal access and opportunity with the AJC system.

CWP has established the application of Universal Design Principles as operation policy. These principles include:

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

To ensure that the North Central AJC offices operate in accordance with these principles and desire to improve access, understanding and utilization of services by job seekers with a disability and all job seekers regardless of their age, size, background, or abilities, the Disability Resource Coordinator (DRC) conducts periodic reviews on physical, programmatic and communication access. Additionally, the staff are trained in Universal Design principles.

Furthermore, Universal Design is a significant component of the customer centered design framework to provide exemplary service in the AJC. Utilizing a customer centered approach has not only helped in building capacity to better serve individuals with multiple barriers to employment, but it also benefits the jobseekers' wide range of learning styles, intelligence, and physical mobility.

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

There are several technologies available to jobseekers and employers who need to access services remotely. Continue to implement a hybrid service delivery model to provide quality services for job seekers and employers interested in utilizing the services available at the American Job Center. There are a variety of online learning tools available to build skills and enhance the digital literacy of our customers. We continuously work to evaluate and expand on the online tools available within our Online Learning Centers. Facilitators are able to provide training through virtual learning labs and in-person training programs for ServSafe and National Retail Federation training for those interested in receiving a credential.

Additional tools available include:

- CTHires, the state's online workforce system, is available for online job search, free online training through ALISON, and candidate search for employers. Customers can access the pre-application in CTHires to upload eligibility documents for the intake process.
- NorthStar Digital Literacy Assessment which is accessible in-person or virtual to help enhance computer skills.
- SkillUp CT was offered through Connecticut's five regional workforce development boards through 3/31/24; using Metrix Learning as an online learning management system that helps job seekers.
- New assessment tools were implemented (PathwayU) to help assess the aptitudes and interests of customers – helping to build strong Individualized Employment Plans and navigating career pathways.

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

With the inclusion of our Career Navigators at the American Job Center, it allows access to services to those who unable to access our centers. Our Navigators are in the community and have technology available which allows them to conduct intake appointments and provide case management services while out in the community.

C. **Integration of Services**

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

One-Stop Career centers have successfully integrated a technology – enabled intake and case management system for all programs. CTHires, CT DOL's data management system documents job development, training activities and other career services. The system provides access to jobseekers and employers. CTHires tracks Wagner Peyser, Trade Act, and WIOA. In addition, information for discretionary grants such as ACI, creating generic program applications to capture eligibility. The

workforce system continues to collaborate on enhancing CTHires, data management system to be able to extract useful reports that help guide performance tracking and reporting outcomes.

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

D. Competitive Selection of One Stop Operator

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

CWP launched a competitive procurement, beginning with the issuance of a Request for Proposal (RFP) in April 2024. The procurement process will adhere to CWP's procurement policy with the goal of establishing a new One Stop Operator as of July 1, 2024. The policy includes standards of conduct that address conflict of interest. CWP employees and board members with a real or apparent conflict of interest are excluded from the procurement process.

E. System Improvement

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

CWP is engaged in a [Vision 2024](#) campaign to evaluate the current operations and outcomes of the existing One Stop System and identify opportunities for enhancement and innovation for the future. Multiple internal teams have come together over the past several months to discuss and brainstorm areas of strength and areas of growth throughout the one stop system. This process called upon the lived experiences and expertise of a team of people who are intimately familiar with AJC services and service delivery.

The core action opportunities identified through this process and selected for enhancements include the following:

1. Update/redesign American Job Center staffing structure and create clear roles and responsibilities for all staff.
2. Establish an updated and clear One Stop System Vision and disseminate to all.
3. Create/Establish a Career Readiness Curriculum, to be used across all CWP programs & Services and shared with partners.
4. Improve assessment tools and processes; enhance navigation services at the "door"; and increase assessment and re-assessment touchpoints.
5. Re-organize all Business Services Team roles and functions under CWP to streamline services and create single points of contact for employer partners.

Additionally, CWP is increasing and enhancing its career navigation functions and capabilities to create and expand a 'no wrong door' workforce system that leverages partner resources and efficiently matches customers with the specific services that best meet their needs.

CWP will engage in an annual review process of programs, operations, and service delivery outcomes to increase alignment of *all programs and services* inclusive of and additional to WIOA and JFES. We aim to support workforce development ecosystem holistically across our service area, and in

coordination with the State of Connecticut, to meet the needs of jobseekers and employer customers through our services and partnerships.

VI. DESCRIPTION OF PROGRAM SERVICES

A. System Description

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

Adult Workforce Development Activities

- American Job Center – One Stop Services: 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.
- Through the AJC system, job-seekers are connected to the core partner programs including Wagner-Peyser, Trade Act, Unemployment Insurance, Veterans' Employment Services, Vocational Rehabilitation, Adult Education, and TANF Employment Services.
- Wagner-Peyser, Trade Act, Unemployment Insurance, and Veterans' Employment Services are coordinated and aligned through the Comprehensive AJC and the shared online case management system, CTHires.
- Vocational rehabilitation services are coordinated and aligned through the Disability Resource Coordinator who leads staff training, the Access=Ability workshop, the Integrated Resource Team process and VR counselors are on site on a weekly basis.
- Adult education services are coordinated and aligned through, the One-Stop Adult Education Liaison, and participation by CSDE staff on the One-Stop Committee and CWP Board.

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

Jobseekers are connected to other CWP programs through the AJC, including:

- *Mortgage Crisis Job Training Program (MCJTP)*: a training and job placement program open to individuals who are at risk of default.
- *Trade and Economic Transition National Dislocated Worker grant*: A 2-year USDOL funded program to help dislocated workers transition into careers in healthcare, manufacturing, construction, IT, and transportation/logistics.
- *Best Chance*: a state-funded contextualized education and training program for ex-offenders.
- *Jobs Funnel*: a pre-employment/pre-apprenticeship program for individuals interested in construction and energy-related trades.
- *Opportunity Youth Career Pathways*: programs funded through WIOA include contextualized learning and occupational skills training in CWP's target sectors: healthcare, manufacturing, construction and energy.

- *Career ConneCT*: provides certificate training programs for high-demand career sectors and opportunity to earn industry- recognized credentials. Training and skill building opportunities are available in Manufacturing, IT, Healthcare, Green Jobs.
- *H-1B Connecticut Workforce & High-Tech Industry Skills Partnership (CT-WHISP)*: focuses on upskilling the current workforce and training the workforce of the future for critical industries such as IT and advanced manufacturing.
- *Apprenticeship Connecticut Initiative (ACI)*: Connecticut bond-funded initiative promoting Pre-Apprenticeship and Registered Apprenticeship programming. ACI provides training opportunities in Manufacturing, Transportation, and Healthcare.
- Ticket to Work Program: Voluntary program for Social Security Disability beneficiaries looking to go off benefits and re-enter the workforce

B. Sub Grants and Contracts

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

CWP will adhere to its procurement policy as approved by the Finance & Audit Committee and Board of Directors. CWP uses a competitive Request for Proposal process to solicit and select providers of WIOA Adult, Dislocated Worker and Youth services, and awards cost reimbursement contracts that include performance accountability measures.

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

CWP follows its procurement and contracting policies and procedures to ensure that the appropriate goods and services are obtained in a fair, uniform, cost effective and efficient manner that is compliant with the applicable provisions of State and Federal statutes, regulations, Uniform Guidance, and executive orders.

Expanding Access to Employment

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

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

CWP continues to leverage all programs, promoting co-enrollment to support customer's employment and training goals. CWP continues to network and build partnerships that foster strong referrals; addressing individual barriers to employment and assisting in developing career pathways.

CWP promotes the importance of co-location within our agencies to build strong collaborations with community partners and resources. At our American Job Center (AJC) locations, Bureau of Rehabilitation Services and Bureau of Education and Services for the Blind staff have space in our offices to provide support to individuals, supporting a collaborative effort.

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

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

C. Key Industry Sectors

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

CWP continually uses analytical tools and high-quality data sources (Lightcast, CT DOL, BLS, ACS) to analyze industry and occupational trends to identify targeted in-demand industries and occupations. This data and analysis are used in its annual ITA review to assist in determining where to guide ITA applicants and where to focus CWP resources. In addition, CWP produces monthly Labor Situation Reports that identify regional labor market trends including occupations focused on middle skills, openings, earnings, education levels among other attributes, and other industry-focused analyses.

D. Industry Partnerships

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

CWP has uses various analytical tools and business input to define its focus on the healthcare, manufacturing, tech/IT, transportation/distribution/logistics (TDL), and manufacturing sectors, as well as the emerging sectors of infrastructure and public employment.

CWP convenes three regional sector partnerships in these sectors (healthcare, tech/IT, and TDL), described below. RSPs are collaborative, business-led communities that are supported by a network of public and private support partners. They provide a platform for business leaders and other partners in the workforce development ecosystem to network and collaborate on shared challenges in their industry. Through this partnership infrastructure, CWP works with employers to identify areas of job growth opportunities, skills needed for those jobs, and related training support programs. It uses this knowledge, along with labor market information and local employment data to define its targeted sector approach.

Further, CWP engages the manufacturing business community through participation in several industry associations and partnerships that serve the advanced manufacturing sector and various specific subsectors in our region.

Capital Area Healthcare Partnership (CAHP)

The Capital Area Healthcare Partnership, co-convened by CWP and the Connecticut Health Council, brings together healthcare providers with the mission of increasing the stability of the healthcare industry as a critical economic driver and improving outcomes through collaborative strategies. It is driven by healthcare leaders from across acute, post-acute, primary care, long-term care, home health, behavioral health, and other providers. CAHP Priority areas include advocating for public policies that strengthen the stability of the healthcare industry, improving patient care, and promoting more accessible, high-quality, healthcare jobs. Further, CAHP works to educate, engage, and actualize Connecticut youth and adults regarding healthcare opportunities, careers, and career pathways.

Capital Area Tech Partnership (CATP)

This regional sector partnership brings together business leaders from the Connecticut capital region's technology companies to tackle common challenges that impact the growth and resiliency of the IT sector. It is supported by a collaborative team of public partners representing education, workforce development and economic development organizations and co-convened by Capital Workforce Partners and the Metro Hartford Alliance. CATP workgroups are addressing workforce and talent development, internship and apprenticeship opportunities in tech, networking opportunities, and policy topics that warrant an elevated sector voice.

Capital Area Transportation, Distribution, and Logistics Partnership (CATDLP)

The Capital Area Transportation, Distribution, and Logistics Sector Partnership was launched in 2022 and brings together businesses from the industry to address common challenges and strengthen the economic viability of the TDL industry in the region. Through this partnership business leaders are working to advance TDL business priorities in the following areas:

- Industry Promotion and Career Awareness: Advancing strategies to connect underrepresented groups to career opportunities, including women and youth, while addressing stigmas commonly associated with work in these industries.
- Workforce Development: Creating opportunities and resources for training new staff and upskilling existing workers to take on leadership roles.
- Policy: Elevating the voice of TDL with policymakers, reducing barriers to effective operations and increasing the stability of the industry as an economic driver.

E. In-demand Training

Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate.

CWP continually uses analytical tools (Economic Modeling Specialists International – Emsi -, CT DOL, and Burning Glass) to analyze industry and occupational trends to identify targeted in-demand industries and occupations. This data is used to produce monthly Labor Situation Reports. These

reports outline key insights and employment trends for our industry growth sectors as well as national, state, and regional level updates on employment and hiring.

Additional insight into in-demand training is gained through engagement with business leaders and HR staff, especially members of regional sector partnerships. Surveys and interviews are regularly conducted with business partners with the goal of validating existing labor market data, obtaining insight on hiring and training trends not captured in labor market data, and informing program and training design decisions.

These data sources and analyses are considered when determining how to guide ITA applicants and where to focus CWP resources.

F. Employer Engagement

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

- 1. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;*
- 2. support a local workforce development system that meets the needs of businesses in the local area;*
- 3. better coordinate workforce development programs and economic development; and*
- 4. strengthen linkages between the one-stop delivery system and unemployment insurance programs.*

The CWP employer engagement strategy supports the vision of an employment-driven workforce system that builds a seamless cross-program environment driven by employer needs. This effort includes CWP staff and its core network of partners, including the AJCs and CT DOL. Employer engagement emphasizes long-term, strategic partnerships with employers above transactional relationships, seamless coordination of services offered by various partners, consistent communication and marketing efforts, and staff development.

Business Engagement Strategies to Support Goal

- **Business Outreach:** Staff proactively engage the business community directly, and through various industry and community partnerships to raise awareness about the benefits of workforce development programs, including cost savings, increased productivity, and access to skilled talent.
- **Partnerships with Economic Development:** Close partnership and coordination with chambers of commerce, municipal economic development offices, and statewide economic development entities such as AdvanceCT enhance our regional outreach strategy and ensure that small businesses, businesses in high-demand sectors, and businesses that are new to, or expanding in Connecticut, are fully supported.
- **Business Services:** Key services offered to employers include screening of job candidates, referral and placement services, recruitment events, job fairs, customized training through on-the-job and incumbent worker training initiatives, paid work experience programs, and youth internships.
- **CWP business partnership coordinators** provide dedicated business services and subject matter expertise in high-priority sectors including manufacturing, tech/IT, healthcare, and transportation, distribution, and logistics (TDL).

- Regional Sector Partnerships: Regional Sector Partnerships including the Capital Area Healthcare Partnership (CAHP), Capital Area Tech Partnership (CATP), and Capital Area Transportation, Distribution, and Logistics Partnership (CATDLP) ensure that CWP's work is business driven. They inform our outreach strategy, are a core network of business customers and strong advocates of the workforce development ecosystem.
- Internal Coordination and Program Linkages: CWP and AJC business services representatives, business partnership coordinators, and staffing specialists participate in the North-Central regional business services team, a interagency collaborative focused on enhancing and coordinating services to employers through various youth, adult, and special programs. The regional team includes staff from CWP, the AJCs, CT DOL, Adult Education, BESB, Job Corps, and others. It provides the foundation for linkages between the one-stop delivery system, unemployment insurance programs, and other resources for job seekers.
- Technology and Evaluation: The regional business services team utilizes software including ETO and CT Hires to integrate business services with job seeker and case management functions. These platforms will track business profiles, services delivered, recruitment efforts, job referrals, job placement, job retention, position fill rates. and allow management of relationships and contacts.

G. Priority for Services

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

CWP is strongly committed to serving jobseekers who are under-represented or under-utilized in the workforce, including individuals with disabilities, ex-offenders, and long-term unemployed individuals. It is CWP's policy to grant priority for individualized career services and training services funded with Title I Adult funds as specified in its WIOA Adult Eligibility and Priority of Service Policy, excerpted below.

Individualized Career and Training Services are available to customers of the AJC system who are determined by the AJC staff to:

- i. Meet WIOA Adult eligibility criteria described in section C.1.b above; and
- ii. Are unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment and have the skills to benefit from more intensive services and/or training; and
- iii. Meet one of the following priority of services criteria in this order:
 - a) Veterans who served in the active military, naval, or air service, and who were discharged or released therefrom under conditions other than dishonorable.
 - b) Non-veterans who meet any of the following criteria: (see section B for definitions):
 - 1) Recipient of public assistance
 - 2) Other low-income individuals
 - 3) Individual who is basic skills deficient
 - 4) Individual with a disability whose income meets the low-income criteria, regardless of total family income
 - 5) Offender

See Attachment VIII – Adult Eligibility and Priority of Service and Attachment IX – Dislocated Worker Eligibility and Priority of Service.

H. Training Services

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

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

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

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

I. Customer Choice

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

WIOA customers will choose from among eligible training providers and programs listed on the State of Connecticut ETPL that offer training programs in demand occupations as described in this policy. The current list of priority occupations will be provided to potential scholarship applicants. Customers are informed of the ITA process and the customer may select any WIOA-approved education and training program so long as he or she meets all other criteria relating to initial and subsequent eligibility for such educational and/or training services. Individuals seeking WIOA funded assistance have the freedom of “customer choice” in selecting the training program that best fits their personal and career needs as determined through the North Central scholarship process.

Additionally, CWP deploys several Career Navigators through the AJC system to assist participants and potential customers in identifying and accessing the services that best meet their unique needs and preferences. One Stop System navigators are adept and equipped to provide customers with a vast array of available programs and services that are tailored to meet their career goals. CWP is also engaged in a systems building initiative in Hartford to coordinate career navigation services across multiple agencies – streamlining intake and referral processes to create a ‘no wrong door’ system of workforce programming and services.

J. Individual Training Accounts

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

A. *Describe any ITA limitations established by the board.*

B. *Describe any exceptions to the use of ITA.*

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

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

The eligibility criteria for individuals are:

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

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

K. Enhancing Apprenticeships

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

CWP supports CT DOL's Office of Apprenticeship Training on a regional basis. These efforts support CWP's focus on training and development leading to self-sustaining wages on a career pathway. CWP recognizes Pre-Apprenticeships and Registered Apprenticeships as best practice training and employment models and endorses their expansion among new employers, occupations, and sectors through Regional Sector Partnerships and other business engagement venues.

CWP has been supporting apprenticeship pathways through its Apprenticeship Connecticut Initiative programming, conducted with \$2.2 million in support from the CT DOL Office of Apprenticeship Training. This initiative has provided pre-apprenticeship and industry credential-based training in the North Central region in the Manufacturing, Healthcare, Transportation, and Construction sectors.

L. Other Program Initiatives

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

See Goals and Strategies - Section III

M. Service Provider Continuous Improvement

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

CWP is committed to improving its One-Stop system on an on-going basis through staff development, the creation of new techniques and strategies to serve a diverse range of job seekers, and the innovative use of technology to improve and expand services to job seekers, and businesses and to manage program delivery and design.

CWP will work with CTDOL on review and evaluation of training provider performance and the provision of technical assistance to ETPL providers.

N. Youth Program Design

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

CWP contracts with community-based organizations that can provide the 14 WIOA youth service elements either directly through the contractor (provider) or through a referral to a partner agency. This is the foundation of CWP's Career Pathway Model which ensures wraparound supportive services to meet youth needs regardless of where they are in their training process. CWP partners with organizations that employ high-quality youth development staff with experience in positive youth development. CWP will also implement a required number of yearly professional development training hours based on the 14 elements for all WIOA Youth staff.

The Individual Service Strategy at the time of enrollment and reviewed every 90 days is the tool to ensure that all youth are aware of all 14 elements they have access to within the WIOA Youth program. Through the data CWP can capture information regarding youth's goals and barriers. Through this assessment the youth can identify which of the 14 elements they feel they require to be successful in the future workforce at the time of development and/or review. When the youth discuss any supportive services they require, an assessment of the barriers will be completed. This will allow for the community-based organization to be aware of any supportive services internally or through an external referral will need to be provided. This will also allow for youth to be informed of supports they can be provided with. The WIOA youth service elements are also included in each contract and monitored for compliance via our data management system and regular check-ins by CWP staff.

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

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

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

Additional assistance due to one of the following: youth of color who is a child of a single parent, youth of color who is a child of parents without postsecondary education, young victim of violence/assault or exposed to violence/assault, an expectant father, refugee, migrant youth, American Indian, Alaska native, or Native Hawaiian, and young male of color.

O. Rapid Response

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

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

VII. Attachments

ATTACHMENT I – Chief Elected Officials

Town	Title	First Name	Last Name	Email
Andover	First Selectman	Jeffrey	Maguire	jmaguire@andoverct.org
Avon	Council Chair	Dan	Polhamus	dpolhamus@avonct.gov
Berlin	Mayor	Mark	Kaczynski	mkaczynski@berlinct.gov
Bloomfield	Mayor	Danielle	Wong	dwong@bloomfieldct.org
Bolton	First Selectmen	Pamela	Sawyer	psawyer@boltonct.org
Bristol	Mayor	Jeffrey	Caggiano	jeffcaggiano@bristolct.gov
Burlington	First Selectmen	Douglas	Thompson	thompson.d@burlingtonct.us
Canton	First Selectmen	Robert	Bessel	rbessel@townofcantonct.org
East Granby	First Selectmen	Eden	Wimpfheimer	edenw@egtownhall.com
East Hartford	Mayor	Conor	Martin	cmartin@easthartfordct.gov
East Windsor	First Selectmen	Jason	Bowsza	JBowsza@eastwindsorct.com
Ellington	First Selectwomen	Lori	Spielman	lspielman@ellington-ct.gov
Enfield	Mayor	Ken	Nelson	knelson@enfield.org
Farmington	Town Manager	Kathleen	Blonski	blonskik@farmington-ct.org
Glastonbury	Council Chairman	Thomas	Gullotta	thomas.gullotta@glastonbury-ct.gov
Granby	Mayor	John	Adams	jadams@granby-ct.gov
Hartford	Mayor	Arunan	Arulampalam	arunan.arulampalam@hartford.gov
Hebron	Town Manager	Andrew	Tierney	atierney@hebronct.com
Manchester	Mayor	Jay	Moran	jmoran@manchesterct.gov
Marlborough	Town Manager	David	Porter	townmanager@marlboroughct.net
New Britain	Mayor	Erin	Stewart	Mayor@NewBritainCT.gov
Newington	Mayor	Jon	Trister	jtrister@newingtonct.gov
Plainville	Council Chair	Katherine	Pugliese	katpug01@gmail.com
Plymouth	Mayor	Joseph T.	Kilduff	mayor@plymouthct.us
Rocky Hill	Mayor	Lisa	Marotta	lmarotta@rockyhillct.gov
Simsbury	First Selectwomen	Wendy	Mackstutis	wmackstutis@simsbury-ct.gov
Somers	First Selectmen	Tim	Keeney	tkeeney@somersct.gov
South Windsor	Mayor	Audrey	Delnicki	towncouncil@southwindsor.org

Southington	Town Manager	Mark	Sciota	sciotam@southington.org
Stafford Springs	First Selectmen	William	Morrison	firstselectman@staffordct.org
Suffield	First Selectmen	Colin	Moll	cmoll@suffieldct.gov
Tolland	Town Manager	Brian	Foley	bfoley@tolland.org
Vernon	Mayor	Daniel	Champagne	dchampagne@vernon-ct.gov
West Hartford	Mayor	Shari	Cantor	Mayor@westhartfordct.gov
Wethersfield	Mayor	Michael	Rell	michael.rell@wethersfieldct.gov
Windsor	Mayor	Nuchette	Black-Burke	TownCouncil@townofwindsorct.com
Windsor Locks	First Selectmen	Paul	Harrington	pharrington@wlocks.com

INTERGOVERNMENTAL CONSORTIUM AGREEMENT
BETWEEN THE MUNICIPALITIES OF

ANDOVER, AVON, BERLIN, BLOOMFIELD, BOLTON, BRISTOL, BURLINGTON, CANTON,
EAST GRANBY, EAST HARTFORD, EAST WINDSOR, ELLINGTON,
ENFIELD, FARMINGTON, GLASTONBURY, GRANBY, HARTFORD, HEBRON,
MANCHESTER, MARLBOROUGH, NEW BRITAIN, NEWINGTON, PLAINVILLE,
PLYMOUTH, ROCKY HILL, SIMSBURY, SOMERS, SOUTH WINDSOR,
SOUTHINGTON, STAFFORD, SUFFIELD, TOLLAND, VERNON,
WEST HARTFORD, WETHERSFIELD, WINDSOR AND WINDSOR LOCKS.

THIS AGREEMENT, entered into by and amongst the above-referenced municipalities (“Parties”), which together comprise the membership of the newly formed Capitol Region Workforce Investment Area;

WHEREAS, in accordance with the Workforce Investment Act and the Connecticut General Statutes, an agreement may be entered into amongst municipalities for the purpose of providing resources for policy development, planning, programming of services and other related activities; and

WHEREAS, the thirty-seven municipalities listed above are desirous of entering into an agreement in order to authorize the Chief Elected Officials to act on behalf of their municipalities to appoint local workforce investment board members, strategically plan for the delivery of workforce services in the region, implement workforce investment activities and to assign responsibilities among the Chief Elected Officials of each of the municipalities which are a party to this Agreement, all in accordance with the Workforce Investment Act of 1998, Section 117 et seq.; and

WHEREAS, the municipalities listed above comprise the membership of the Capitol Region Workforce Investment Area, which was recently reconstituted and designated by the Governor;

NOW, THEREFORE, in consideration of the premises and mutual covenants and obligations herein contained and subject to the terms and conditions hereinafter stated, the Parties hereto agree and understand as follows:

ARTICLE I: AGREEMENT PURPOSE

- a. It is the purpose of this intergovernmental agreement ("Agreement") to affirm, state, and establish the duties, powers, and obligations of the Consortium of Chief Elected Officials created under this Agreement by the representatives of each of the Parties to this agreement (the "Consortium"). The terms and conditions which follow reflect the joint understanding among the Parties to this Agreement and shall be construed as the essential elements of the mutual considerations upon which this Agreement is based.
- b. It is the intent of the Parties to this Agreement to incorporate into this Agreement the duties and obligations governing the Parties to this Agreement, the Consortium, their grant and sub-grant

recipients, the administrative agent and regional workforce board, which they shall appoint, and the services providers they select to operate State and federal workforce investment programs.

- c. The Consortium created shall assume the responsibility for oversight and policy determination for existing workforce investment programs administered under the Workforce Investment Act of 1998.

ARTICLE II: PARTIES TO THE AGREEMENT

- a. The municipalities of ANDOVER, AVON, BERLIN, BLOOMFIELD, BOLTON, BRISTOL, BURLINGTON, CANTON, EAST GRANBY, EAST HARTFORD, EAST WINDSOR, ELLINGTON, ENFIELD, FARMINGTON, GLASTONBURY, GRANBY, HARTFORD, HEBRON, MANCHESTER, MARLBOROUGH, NEW BRITAIN, NEWINGTON, PLAINVILLE, PLYMOUTH, ROCKY HILL, SIMSBURY, SOMERS, SOUTH WINDSOR, SOUTHWINGTON, STAFFORD, SUFFIELD, TOLLAND, VERNON, WEST HARTFORD, WETHERSFIELD, WINDSOR AND WINDSOR LOCKS shall constitute a Workforce Investment Area in accordance with State and federal laws, and accordingly are the Parties to this Agreement and shall be collectively referred to as the Consortium of Chief Elected Officials.
- b. Each Party represents and warrants that it has complied with any and all municipal and other applicable requirements for entering into this Agreement, becoming members of the Consortium and designating the elected official from the municipality to serve on the Consortium and act on the municipality's behalf. Further, the Parties to this Agreement have the constitutional and/or statutory power pursuant to the Connecticut General Statutes to enter into this Agreement, and after due consideration, have agreed to ratify this Agreement as is evidenced by the signature of the appropriate official for each municipality which is affixed to the execution pages of this Agreement.

ARTICLE III: TERM

- a. This Agreement shall become effective on July 1, 2003, and shall be automatically renewed on July 1st of each subsequent year, unless or until:
 - i. the Governor re-designates the Local Workforce Investment Area, or
 - ii. the end of the fortieth year from the date this agreement has been executed by all of the Parties, or
 - iii. as to a party, until this Agreement has been terminated by such party to this Agreement upon the giving of ninety (90) days written notice to the other parties prior to the end of the program year for receipt of federal workforce funds.
- b. If any member withdraws from this Agreement in accordance with the terms and conditions of this Agreement,

at the option of the Parties, this Agreement may be modified or a new Chief Elected

Officials agreement may be re-negotiated; and

- ii. the withdrawing member municipality shall be liable for its pro rata share of obligations entered into or incurred prior to the effective date of its respective withdrawal; and
- iii. this Agreement shall nevertheless remain in full force and effect until such time as the Governor has been notified and has taken such action as is appropriate to address designation and services for the Local Workforce Investment Area.

ARTICLE IV: ORGANIZATION

a. Consortium Membership and Lead Elected Official Designation

- i. To carry out the purposes of this Agreement, a Consortium shall be created of the chief elected officials of each municipality which is a party to this Agreement, or of the official designated by the member municipality's legislative body to serve in such capacity.
- ii. The then current Chairperson of the Consortium shall also be the designated Lead Elected Official of the Capital Region Workforce Investment Area for Workforce Investment act purposes during his/her of term of office.

b. Officers of the Consortium

- i. Officers shall include a Chairperson and a Vice Chairperson. They shall be elected from among and by the membership of the Consortium at its biennial election meeting, which shall be held in December of odd numbered years following local municipal elections in November. All officers shall serve until the next biennial election or until they are replaced by their municipal appointing authority.
- ii. The officers shall be elected by a 2/3 majority vote of the Consortium. If there are two or more candidates for a position and no one receives two-thirds of the vote, then a second vote shall be held for the two candidates that received the greatest number of votes.
- iii. In the event that the Chairperson is unable to serve s/he will be succeeded by the Vice Chairperson.
- iv. Removal from Office. Officers of the Consortium may be removed from office by a 2/3 vote of the entire Consortium upon notice to the Consortium by a petition of at least twenty-five percent (25%) of the representatives to the Consortium.
- v. Chairperson. The Chairperson of the Consortium shall be a duly elected official of a member municipality. S/he shall preside at all meetings of the Consortium, and in

his/her absence the Vice Chairperson will preside. When so directed by the Consortium, the Chairperson and/or other officer and/or the Chief Executive Officer of the sub-grant recipient (CRWDB) shall sign all contracts, reports, plans, and publications which have been duly authorized and adopted by the Consortium.

The Chairperson may call special meetings of the Consortium as specified in Section (d)(ii) herein. As a member of the Consortium, the Chairperson shall have the right to vote on all matters which may come before the Consortium. The Chairperson shall be a member of all committees, ex-officio without vote, except in the case of tie votes or when required for a quorum.

- vi. Vice Chairperson. At the request of the Chairperson or in the absence of the Chairperson, or during his/her inability to act, the Vice Chairperson shall assume the powers and duties of the Chairperson. The Vice Chairperson shall have such other powers and perform such other duties as may be assigned to him/her by the Consortium.

c. Steering and other Consortium Committees

- i. The Consortium may establish such standing, special and advisory committees as it shall deem appropriate. In establishing any such committee hereunder, the Consortium shall specify the purpose and responsibilities of such committee, and may appoint, reappoint and remove members of any such committee and designate the Chairperson thereof and fill vacancies thereon. Any committee established hereunder by the Consortium may be abolished by the Consortium at any time.
- ii. The Consortium shall establish a committee of the full Consortium to be known as the Local Elected Officials Steering Committee (the "Steering Committee"), which shall be authorized to act on behalf of the Consortium regarding management of the business affairs of the Consortium. The members of the Steering Committee shall be comprised of the chief elected official or their designee(s) of the following municipalities and in the following manner, which is particularly prescribed in Exhibit A attached hereto: two representatives from the City of Hartford; one representative from each of the municipalities of Bristol, East Hartford, Enfield, Manchester, New Britain and West Hartford; three representatives to be selected by the member municipalities with a population between 20,000 and 40,000; and four representatives to be selected by the member municipalities with a population of less than 20,000. This population-based formula shall be based upon the then current federal census data for the member municipalities. The selection of Steering Committee members by municipalities having populations of 40,000 or less shall occur at the biennial election meeting following November municipal elections in odd-numbered years. Notwithstanding the composition of the Consortium, it is understood and agreed that the municipality of Hartford shall be entitled to two representatives on the Steering Committee.

Meetings of the Steering Committee shall be held quarterly or at the discretion of the Chairperson, and .

d. Full Consortium Meetings

- i. Regular Meetings. Unless otherwise specified by resolution of the Consortium, Regular Meetings of the Consortium shall be held biannually, with one meeting being held in December of each year. Whenever possible, the Consortium shall conduct its meetings jointly with the board of directors meetings of the local regional workforce development board. As set forth in Section (d)(iii) below, the December meeting shall be the "Election Meeting" in odd numbered years.
 - ii. Special Meetings. Special meetings shall be held by call of the Chairperson or by petition to the Chairperson of the Consortium from those members constituting a minimum of twenty percent (20%) of the members of the Consortium.
 - iii. Biennial Election Meeting. Unless otherwise specified by resolution of the Consortium, the biennial election meeting shall be held in December of odd numbered calendar years.
 - iv. Annual Business Meeting. The Annual Business Meeting, at which the budget for the subsequent year is adopted, shall be held on a date and place to be selected by the Chairperson, but such meeting shall be held no later than June 1 of each year.
 - v. Call of Meeting. Each Consortium member and alternate shall be sent notices of meetings in writing, which may include any manner of electronic means, postmarked at least five (5) days before the meeting date. The notices shall include the place and time of the meeting and an agenda for the meeting. Any matter not included in the agenda shall not be acted upon at such meeting other than routine ministerial and administrative matters, unless such matter is approved by two-thirds of the members present and constituting a quorum.
 - vi. Minutes. Minutes of the Consortium meetings and other official actions shall be of public record.
 - vii. The Consortium shall from time to time adopt or amend Standing Rules for the conduct of meetings of the organization.
 - viii. Meetings shall be noticed and declared public meetings, open to the public, in accordance with Connecticut State Statutes and federal law.
- e. Quorum. For conducting the Consortium's business or that of any committee of the Consortium, a majority of the representatives of the members of the Consortium or members of such committee, respectively, shall constitute a quorum.

- f. Action of the Consortium. Action of the Consortium, except as otherwise provided herein, will require an affirmative vote of at least a majority of those members of the Consortium present and voting and constituting a quorum, provided that in no case may action be taken by the Consortium by any such majority which is comprised of less than ten (10) representatives.
- g. For items determined to be routine, ministerial or administrative, which require action before the next scheduled Consortium meeting, official votes may be taken via facsimile transmission provided that a paper record of facsimile votes is kept documenting the votes of the members. Affirmative votes must meet the same guidelines as outlined in this section. Such votes shall be recorded in the minutes of the next meeting of the Consortium.
- h. Action authorized to be taken by the Board of Directors may be taken without a meeting if the action is taken by all members of the board. Consortium two-thirds of Consortium. The action shall be evidenced by one or more written consents describing the action taken, signed by each representative, and included in the minutes or filed with the Consortium records reflecting the action taken.

Action taken under this section is effective when all signed consent documents are delivered to the Consortium. A consent signed under this section has the effect of a meeting vote and may be described as such in any document.

- i. Each representative shall be entitled to one vote in the affairs of the Consortium.
- j. Grant Recipient and Sub-Grant Recipient Designation
 - i. The Consortium shall support its programs and any costs incidental to the operation of its programs by grant funds appropriated to it by the federal and state grants and/or appropriations. In addition, the Consortium or its designee is authorized to accept any other grants in aid or assistance, funds from the United States Government or to accept appropriations from any of its members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether it be in the form of tangible or intangible property.
 - ii. The Consortium of Chief Elected Officials shall be the grant recipient of record for purposes of receipt of federal Workforce Investment Act funds.
 - iii. The Consortium designates Capital Region Workforce Development Board (the “Workforce Board”) to be the sub-grant recipient and administrative agent for purposes of receipt of federal Workforce Investment Act funds.
 - iv. The Consortium shall be provided with staff and related support by the same staff as that supporting the local workforce investment board that the Consortium shall appoint. The staff shall carry out the policies of the Consortium, produce required reports for their review and approval and provide such other services as may be necessary for the Consortium to carry out its business.

j. Appointment of Regional Workforce Investment Board

- i. The Consortium shall appoint a majority private sector Local Workforce Investment Board, including public sector members, which meets the requirements of federal and state law, to and including sections 117 (b)(2) and 117 (c)(1)(A) and (B) of the Workforce Investment Act of 1998 and C.G.S. 31-31, as amended by Public Act 99-195, with respect to the receipt of state and federal funding streams over which the Consortium shall exercise policy and oversight for the implementation of workforce investment and related programs, and which meets the criteria established by the Governor and the State Board pursuant to section 117 (b)(1) of the Workforce Investment Act of 1998 for use by the Consortium in appointing such members. This majority private sector Board shall exercise those responsibilities with respect to workforce and related funding streams as shall be determined in any authorizing legislation or as shall be set forth herein.
- ii. Appointments of private sector members to the local workforce investment board shall be allocated amongst the Consortium members pursuant to a population-based methodology and each member's municipal population, as is more particularly prescribed in Exhibit B attached hereto. This population-based formula shall be based upon the then current federal census data for the member municipalities. Of these seven at-large members, two shall represent employers from the Bristol/New Britain area and two shall represent employers in the gaming industry.
- iii. Private sector members shall constitute the majority of the members appointed.
- iv. When possible, business members shall represent small businesses including minority business.
- v. Non-business members shall be selected in accordance with applicable law and the organizations, agencies, groups and institutions representing those sectors required by governing legislation to be appointed to the non-business seats on the local workforce boards..
- vi. All appointments to the Regional Workforce Investment Board (CRWDB) made by the Consortium shall be made in accordance with Connecticut Public Act 99-195.

Local workforce investment board (CRWDB) members shall be appointed for a period

- xii. Members of the local workforce investment board may be re-appointed for consecutive This conflict of interest provision shall not be applicable to the appointment of members to the Youth Council.

ARTICLE V: POWERS DELEGATED TO THE CONSORTIUM

- a. The Consortium shall appoint the members of Capital Region Workforce Development Board in accordance with both state and federal criteria.
- b. The Consortium, pursuant to state and federal legislation regarding workforce investment systems and funding, shall oversee policy decisions and activities of the sub-grant recipient and administrative agent in carrying out the responsibilities of the grant recipient, which shall be vested in powers to include, but not be limited to, the following:
 - i. The power to contract with Capital Region Workforce Development Board, Inc.
 - ii. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Connecticut General Statutes, and applicable federal legislation, as well as oversight and monitoring, which shall include receiving quarterly performance reports from Capital Region Workforce Development Board.
 - iii. The acceptance of grants, gifts, or other types of financial assistance as allowed by law.
 - iv. The manner in which any program income, fee for services or surplus funds may be expended.
 - v. The composition, membership appointments, and organizational approval of any advisory or partnership bodies to the Consortium.
 - vi. The development of policies and procedures and/or administrative rules to effectively carry out the Consortium's policies and decisions so long as they do not conflict with federal and state rules and regulations, or impinge upon powers granted to the local workforce investment board.
 - vii. Together with the local workforce investment board (CRWDB), the Consortium shall:
 - A. Approve the budget of the of the local workforce investment board.
 - B. Approve the Local Workforce Investment Plan.
 - C. Designate/certify or competitively select local one-stop operators.
 - D. Provide oversight with respect to local youth activities, employment and training activities, and the one-stop delivery system.
 - E. Appoint the local youth council.
 - F. Negotiate local performance measures and levels with the State.

ARTICLE VI: GENERAL PROVISIONS

- a. The signatories to this Agreement agree that CRWDB shall purchase such insurance as is necessary to fully insure the Consortium and indemnify its member municipalities, their elected officials or designees, the signatories to this Agreement and the Consortium and save them harmless from all suits, actions, damages, liability and expense in connection with any misuse of grant funds allocated to the local area under sections 128 and 133 of the Workforce Investment Act arising wholly or in part by any act or omission of the Consortium, the sub-grant recipient or any of its members, their agents, contractors, employees, servants, invitees, licensees or concessionaires, and from all reasonable attorney's fees and other costs of defending any such suit or action. Insurance policies to be purchased and maintained shall name Capital Region Workforce Development Board, Inc. and the thirty-seven Consortium members as insureds, and shall include, but not be limited to, coverage for directors and officers liability, crimes committed, professional liability, general liability, sexual abuse, worker's compensation, automobile and fiduciaries liability.
- b. Capital Region Workforce Development Board, as the sub-grant recipient and administrative agent appointed hereunder, shall save harmless and indemnify the Consortium and its members from and against financial loss and expense arising out of any claim, demand, suit or judgment by reason of alleged negligence or alleged deprivation of any person's civil rights or other act or omission resulting in damage or injury, if the Consortium and/or its members are found to have been acting in the discharge of its duties or within the scope of employment and such act or omission is found not to have been wanton, reckless or malicious.
- c. It is understood and agreed that this document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written.
- d. It is agreed that no modification, amendment, or alteration of the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality as the document herewith.
- e. Whenever any party desires to give notice unto another party, notice must be given in writing sent by registered United States Mail with Return Receipt Requested, addressed to the party for whom it is intended, at the place last specified, and the place for giving such notice in compliance with the provision of this paragraph. The parties designate the seat of the Legislative Body for their municipality as the place for giving notice under this agreement.
- f. The Consortium shall make such reports to the State and the federal governments as may be required and shall require such reports as necessary from Capital Region Workforce Development Board.
- g. Consortium members may be reimbursed for travel and out of pocket expenses to the extent allowed by the authorizing legislation governing the funding stream from which reimbursement is sought. Reimbursement shall be in accordance with federal, state and local policies.

- h. To the extent a dispute shall arise among the parties in connection with this Agreement, the parties shall first attempt an informal resolution, and if this is unsuccessful, the parties shall attempt to resolve the dispute through mediation.
- i. The chairperson shall act as duly authorized signatory for the Consortium on all agreements, grants, or on any other document requiring a signature and duly approved by the Consortium, in order to be legally binding. In the absence of the chairperson, the Vice Chairperson may sign on behalf of the Consortium.
- j. The President of Capital Region Workforce Development Board shall be authorized to oversee the procurement of goods and services necessary to carry out the day-to-day activities of the Consortium and the Board and to enter into agreements for these goods and services without obtaining prior Consortium or Workforce Board authority. Those goods and services procured for service providers and customers currently through the Workforce Board's RFP process will continue to require Consortium and/or Workforce Board authority.
- k. This Agreement shall be deemed to be a binding contract and shall be construed in accordance with and governed by the laws of the State of Connecticut.
- l. In the event that any provision of this Agreement or the application of any such provision to any party or circumstances be held invalid or unenforceable or the application of such provision to parties or circumstances be unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.
- m. Any waiver at any time by any party hereto of its rights with respect to any matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or matter.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on separate signature pages for each municipality member of the Consortium and on the respective dates which accompany each signature;

SIGNATURE PAGE OF

INTERGOVERNMENTAL AGREEMENT
BETWEEN THE MUNICIPALITIES OF

ANDOVER, AVON, BERLIN, BLOOMFIELD, BOLTON, BRISTOL, BURLINGTON, CANTON,
EAST GRANBY, EAST HARTFORD, EAST WINDSOR, ELLINGTON,
ENFIELD, FARMINGTON, GLASTONBURY, GRANBY, HARTFORD, HEBRON,
MANCHESTER, MARLBOROUGH, NEW BRITAIN, NEWINGTON, PLAINVILLE,
PLYMOUTH, ROCKY HILL, SIMSBURY, SOMERS, SOUTH WINDSOR,
SOUTHINGTON, STAFFORD, SUFFIELD, TOLLAND, VERNON,
WEST HARTFORD, WETHERSFIELD, WINDSOR AND WINDSOR LOCKS.

THE MUNICIPALITY OF _____, through its designated and
authorized representative to the Consortium, _____.
(print name of authorized representative)

Date: _____

Signature: _____

AMENDED AND RESTATED MEMORANDUM OF UNDERSTANDING

BY AND BETWEEN

THE CONSORTIUM OF CHIEF ELECTED OFFICIALS

and

CAPITAL WORKFORCE PARTNERS, INC.

This **AMENDED AND RESTATED MEMORANDUM OF UNDERSTANDING** (this "Agreement") is made and entered as of the date last executed below (the "Effective Date"), by and between the **CONSORTIUM OF CHIEF ELECTED OFFICIALS FOR THE NORTH CENTRAL CONNECTICUT WORKFORCE DEVELOPMENT AREA** (the "Consortium"), acting by and through its Council of Elected Officials (the "Council") on the one hand; and **CAPITAL WORKFORCE PARTNERS, INC.** (the "Workforce Development Board") on the other hand. The Consortium acting by and through the Council and the Workforce Development Board are sometimes hereinafter referred to individually as a "Party" and collectively as the "Parties".

WITNESSETH:

WHEREAS, the Consortium represents the municipalities of Andover, Avon, Berlin, Bloomfield, Bolton, Bristol, Burlington, Canton, East Granby, East Hartford, East Windsor, Ellington, Enfield, Farmington, Glastonbury, Granby, Hartford, Hebron, Manchester, Marlborough, New Britain, Newington, Plainville, Plymouth, Rocky Hill, Simsbury, Somers, South Windsor, Southington, Stafford, Suffield, Tolland, Vernon, West Hartford, Wethersfield, Windsor And Windsor Locks (collectively the "Municipalities"); and

WHEREAS, the Municipalities were designated as a local workforce area under the Workforce Investment Act of 1998; Public Law 105-220 ("WIA"); and

WHEREAS, pursuant to WIA the Municipalities executed that certain Intergovernmental Consortium Agreement creating the Consortium and effective as of July 1, 2003 (the "Original ICA"); and

WHEREAS, the Consortium and the Workforce Development Board's predecessor Capital Region Workforce Development Board, Inc. executed that certain Memorandum of Understanding dated on or about October 23, 2003 (the "Original MOU"), setting out their respective authorities and obligations pursuant to WIA with respect to such local workforce area; and

WHEREAS, The Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. 3101 et seq.; Public Law 113 – 128 ("WIOA") has superseded WIA and continues policies for the expenditure of federal funds for workforce programs in local workforce development areas;

WHEREAS, the Municipalities have submitted a request to the Governor of the State of Connecticut (the "Governor") for initial designation as a local workforce development area under WIOA; and

WHEREAS, in conjunction with such request, the Municipalities have entered into an amended and restated Intergovernmental Consortium Agreement (the "ICA") in accordance with WIOA §107 (c)(1)(B), requiring local workforce development areas consisting of multiple units of local government to enter into such agreements to describe how individual governmental units will execute their responsibilities under WIOA; and

WHEREAS, the ICA authorizes the creation of the Council to act for the Consortium for the purposes of carrying out the duties and responsibilities assigned to the Consortium under WIOA; and

WHEREAS, the Council has appointed the members of the Workforce Development Board to serve as the local workforce development board for the local workforce development area represented by the Consortium; and

WHEREAS, the United States Department of Labor at 20 CFR 679.310 (c) provides that the chief local elected officials in a local workforce development area and the local workforce development board appointed by such chief local elected officials may enter into an agreement to describe the roles and responsibilities of the parties thereto; and

WHEREAS, the Governor is requiring that the chief local elected officials and local workforce development boards in the State of Connecticut enter into such agreements describing the roles and responsibilities of the parties thereto; and

WHEREAS, the Consortium and the Workforce Development Board wish to amend and restate the Original MOU so as to satisfy the aforesaid requirements and to bring the Original MOU into compliance with WIOA;

NOW THEREFORE, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

AGREEMENTS

I. Initial Matters.

A. Amendment and Restatement.

This Agreement amends and restates the Original MOU in its entirety. On and after the Effective Date, any references to the Original MOU shall be to such agreement as amended and restated hereby.

B. Certain Terms.

Terms used but not defined herein but having definitions or understood meanings pursuant to WIOA or any additional authority required or authorized by, or otherwise related to WIOA, shall have such definitions or meanings.

C. Amendments and Other Changes to WIOA.

References herein to “WIOA” shall be to WIOA as amended, substituted or superseded from time to time after the Effective Date; it being the intent of the Parties that this Agreement shall continue in full force and effect upon such amendment, substitution or superseding, with such changes necessary for consistency with the same.

D. Certain References.

The Parties agree that: (i) all references to either gender shall include the other gender; (ii) the terms “includes” and “including” shall be deemed to be followed by “without limitation”; and (iii) the terms “hereof” and “hereto” refer to this Agreement as a whole and not to any particular section or provision.

E. Council Action on Behalf of Consortium.

The Parties acknowledge and agree that pursuant to the ICA, the Council is authorized to act on behalf of the Consortium. Notwithstanding such authority, the Parties agree that: (i) all references herein to the “Council” shall be understood to mean the Council acting for and on behalf of the Consortium; and (ii) the Consortium may itself act for the purposes hereof whenever: (x) such action is required by applicable law or other authority; or (y) the Consortium deems such action to be appropriate under the circumstances.

II. **Joint and Shared Authorities and Responsibilities of the Parties.** The following shall be the joint and shared authorities and responsibilities of the Parties. The Parties shall from time to time after the Effective Date, agree on policies and procedures necessary or appropriate for the satisfaction of such joint and shared authorities and responsibilities:

A. Ensuring effective service delivery providing the most beneficial mix of program options to the residents of the Municipalities.

B. Commenting on the State Plan.

C. Requiring the staff of the Workforce Development Board comprising the administrative entity for the local workforce development area (the “Administrative Entity”) to provide support to the Consortium, the Council and the Workforce Development Board, and to develop a WIOA Local Strategic

- Plan pursuant to federal and state requirements; such plan to: (i) be presented to the Parties for approval in a timely manner; and (ii) include the engagement of workforce stakeholders and employers in its development.
- D. Approving any modifications to such WIOA Local Strategic Plan.
 - E. Participating in regional planning if the Parties are assigned to a region that includes units of local government in addition to the Municipalities.
 - F. Creating policies for the local workforce development area; such policies to be implemented by the Administrative Entity.
 - G. Requiring the Administrative Entity to develop a budget for the local workforce development area, which budget shall be presented annually to the Parties for approval prior to July 1 of each year that this Agreement is in effect.
 - H. Requiring the Administrative Entity to bring any modification(s) to the budget to the Parties for approval.
 - I. Requiring the Administrative Entity to bring grant applications to the Parties for approval.
 - J. Approving the addition of non-mandatory one-stop partners, and considering the extent to which such non-mandatory one-stop partners: (i) will add to the integration of, and access to services through the one-stop system; (ii) agree to share information with the one-stop partners, co-locate in the one-stop center(s) and be a party to any One-Stop memorandum of understanding; and (iii) contribute to the infrastructure of the one-stop system.
 - K. Selecting, in accordance with applicable procurement requirements, and terminating the one-stop operator based upon fiscal and program performance of the one-stop operator, and determining the responsibilities of the one-stop operator, including a determination in accordance with state guidance to select the Workforce Development Board to be the one-stop operator.
 - L. Working with the Governor in a disaster.
 - M. Providing program and fiscal oversight of the workforce system in the local workforce development area, including the development of one-stop certification criteria and requiring the Administrative Entity to provide an annual quality assurance and monitoring plan for approval to the Parties. Such plan shall cover:
 - i. How the Administrative Entity shall monitor its fiscal and program activities;

- ii. How the Administrative Entity shall monitor the fiscal and program activities of its adult and dislocated worker one-stop operator, career services providers and training providers;
 - iii. How the Administrative Entity shall monitor the fiscal and program activities of its youth services providers;
 - iv. How the program and physical accessibility of the one-stop centers shall be assessed, using continuous improvement principles; and
 - v. How to determine that the one-stop operator and one-stop centers are meeting state and local certification criteria.
- N. Negotiating performance measures with the Governor.
- O. Approving the purchase of Directors and Officers Insurance and such other insurance necessary and appropriate to address any liabilities of the Parties and the Parties' members.
- P. Approving exceptions to the Eligible Training Provider List.
- Q. Complying with state and federal conflict of interest rules in the conduct of their business.
- III. **Authorities and Responsibilities of the Workforce Development Board.** The Workforce Development Board shall be responsible for:
- A. Electing its officers.
 - B. Creating such standing and ad-hoc committees as necessary or appropriate.
 - C. Analyzing economic conditions.
 - D. Engaging employers and pursuing employer linkages through intermediaries:
 - i. As a recruitment strategy to identify new Workforce Development Board members;
 - ii. To encourage employer use of the one-stop system;
 - iii. To enhance communication and collaboration among employers, economic development entities and service providers;
 - iv. To ensure that workforce activities meet employer needs and support economic growth; and

- v. To identify and promote strategies and initiatives to meet the needs of employers, workers and job seekers.
- E. Assisting the Governor to develop, collect, analyze and use statewide Wagner Peyser and Workforce Development Board labor market information.
- F. Convening stakeholders to obtain their input as part of the development of the WIOA Local Strategic Plan, and identifying non-federal expertise and resources which can be invested in the local workforce system.
- G. Leading efforts to develop and implement career pathways.
- H. Entering into memorandum(s) of understanding with the one-stop partners to identify their contributions to the one-stop infrastructure and the services the partners will deliver through the one-stop system.
- I. Facilitating one-stop partners' integration of intake and case management systems.
- J. Facilitating access to one-stop services, including the development of strategies to take advantage of technology advances.
- K. Selecting career services providers through contract awards, if such services are not delivered by the one-stop operator.
- L. Competitively selecting youth providers on recommendations of the youth standing committee (if established) or determining that a sole source procurement is necessary due to insufficient local youth providers.
- M. Working with the State to ensure sufficient numbers and types of career services and training providers.
- N. Approving eligible training providers and assisting the State of Connecticut with the vetting process for the determination, renewal and termination of the eligibility of training providers.
- O. Approving exceptions to the Eligible Training Providers List.
- P. Ensuring customer choice in the selection of a training provider from the approved state-wide list.
- Q. Coordinating with the WIOA Core Partners to make determinations regarding providers approved for the Eligible Training Provider List.
- R. Reviewing Adult Education and Family Literacy Act provider applications to assure consistency with the WIOA Local Strategic Plan.

- S. Implementing cooperative agreements between itself and the WIOA Core Partners and one-stop partners, to enhance services for jobseekers, workers and employers.
 - T. Leveraging local resources and capacity, and soliciting and accepting grants and donations from non-federal sources.
 - U. Promoting its one-stop career system, and its program services and activities.
 - V. Maintaining and amending its by-laws.
 - W. Determining whether to implement pay for performance contracts for training and/or the fourteen required youth elements with up to ten percent of the adult/dislocated worker and youth allocations.
 - X. Submitting requests to the Governor for approval of transfers between the adult and dislocated worker funding streams.
 - Y. Setting the adult priorities for receipt of services as a part of the WIOA Local Strategic Plan.
 - Z. Determining current and future local occupations in demand in emerging industries.
 - AA. Determining the criteria for increasing employer On the Job Training wage reimbursements from fifty percent to seventy-five percent.
 - BB. Deciding to use up to twenty percent of the local allocation for incumbent worker training, and setting the amount of the employer contribution to be required.
 - CC. Deciding to use 10% of the adult/dislocated worker allocation for transitional jobs.
 - DD. Determining which support services to offer and how much to allocate to support for participants.
 - EE. Approving the purchase of Directors and Officers Insurance and such other insurance necessary and appropriate to address any liabilities of the Parties and the Parties' members.
- IV. **Authorities and Responsibilities of the Council.** In addition to the joint and shared authorities and obligations in Article II hereof, the Council shall perform the

following:

- A. Executing the authorities and satisfying the obligations in the ICA.
- B. Appointing the members of the Workforce Development Board in accordance with state and federal guidelines, and with the ICA.
- C. Receiving audits of funds as required and directing the Administrative Entity as necessary to resolve any questions arising from any such audit.
- D. Creating such standing and ad-hoc committees as necessary or appropriate for the exercise of its authorities and obligations, pursuant to relevant authority including federal and state requirements, the ICA and this MOU.
- E. Appointing a Council representative to act as Vice Chair of the Governance Committee of the Workforce Development Board.
- F. Appointing a Council representative to act as a member of the Executive Committee of the Workforce Development Board.

V. **Term of this Agreement.**

- A. The Agreement shall be effective as of the Effective Date, and shall automatically renew on each subsequent July 1st for successive one-year terms, unless or until
 - i. The Governor of the State re-designates the local workforce development area consisting of the Municipalities; or
 - ii. The date that is forty (40) years after the Effective Date.
- B. If any Municipality withdraws from the Consortium, this Agreement shall be modified as necessary to reflect such withdrawal.

VI. **Additional Provisions**

A. Merger

The entire agreement of the Parties with respect to the subject matter hereof is contained herein. The Parties agree that this Agreement supersedes all oral agreements and negotiations between the Parties relating to the subject matter hereof. All items and other agreements referred to in this Agreement are incorporated herein and are deemed to be part of this Agreement.

B. Amendment

Either party to this Agreement may propose to amend or modify the terms of this Agreement. Any such amendment or other modification hereto is subject

to the agreement of each Party, and no such amendment or other modification shall be effective unless contained in a writing executed by each Party.

C. Independence of Terms Under This Agreement.

If any term or provision of this Agreement or the application thereof is held invalid or unenforceable pursuant to applicable law, the remainder of this Agreement (or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable), shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

D. Notices.

Any notice or other communication between the Parties regarding the subject matter hereof and required by applicable law to be in writing shall be in writing, and shall be deemed to have been duly given if delivered personally to the Party requiring such notice, or if sent by registered or certified mail, return receipt requested.

E. Counterparts.

This Agreement may be executed in counterparts, each of which shall for all purposes be deemed an original, and all of which when taken together, shall constitute one and the same Agreement.

F. Additional Documents.

Each Party shall execute and deliver such other instruments as may be necessary to best effectuate the intent and purposes of this Agreement and to comply with applicable law.

G. Additional Relevant Authority.

The Parties agree that the ICA, WIOA, the Connecticut General Statutes, and federal and state regulations shall, in addition to this Agreement, govern the authority and the obligations of each Party to the other Party with respect to the subject matter hereof.

H. Binding Agreement.

This Agreement is a binding contract and shall be construed in accordance with the and governed by the laws of the State of Connecticut, other than with respect to the Conflicts of Laws provisions thereof, the effect of which would be to apply the substantive law of a state other than Connecticut.

I. Current Insurance.

The Workforce Development Board shall maintain all insurance in force as of the Effective Date and insuring against the liabilities referenced herein, until such time as new or renewal policies of such insurance are obtained.


J. Support for Obligations

The Parties shall support their joint and individual obligations hereunder, including the costs of insurance and any audit, as well as any other costs incidental to the carrying out of such obligations, by grant funds appropriated by federal, state and other sources and administered by the Administrative Entity, in the manner required by, and consistent with any and all applicable federal, state, local and other requirements and conditions.

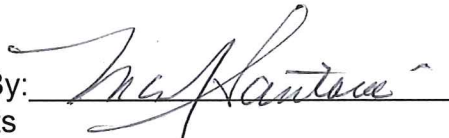
[Signature Page to Follow]

IN WITNESS WHEREOF the Parties have executed this Agreement, effective as of the date last indicated below.

**CONSORTIUM OF CHIEF ELECTED
OFFICIALS FOR THE NORTH
CENTRAL CONNECTICUT
WORKFORCE DEVELOPMENT AREA**

By: 
Its
Duly Authorized
Date: 9/25/15

**CAPITAL WORKFORCE PARTNERS,
INC.**

By: 
Its
Duly Authorized
Date: 10/8/15

ATTACHMENT IV – Board of Directors

PRIVATE SECTOR	
Name, Title	Company
1. David Beber, Director	Avangrid
2. Maryam Bitar, Attorney	Private Practice
3. Jennifer DiBella, Partner	Updike, Kelley &
4. Keith Grant, Sr. System Director	Hartford Healthcare
5. Denis Horrigan, Partner	CT. Wealth Management
6. Andrew Komarow, President	Planning Across the Spectrum
7. Richard McGeary, VP	Aqualine Drones
8. Fiona Mohring, Director	Stanley Black & Decker
9. Tom Mongellow, Vice President & Treasurer	CT Bankers Association
10. Phillip Montgomery, Director	CBIA
11. Tracy Nixon-Moore, Director	Travelers
12. Melissa Otis, Info. Tech Exec.	Cigna
13. Urvashi Shah, Director	Stanley Black & Decker
14. Stephen Vaughan, Vice-President	Liberty Bank
15. Susan White, President	Atlas Stamping
PUBLIC SECTOR	
Name, Title	Company
1. Todd Andrews, Vice President Econ & Strategic Dev.	Goodwin College
2. Diane Bordonaro	CT Community Colleges
3. Clodomiro Falcon, Business Specialist	Spanish American merchant Assoc.
4. Matt Hart, Executive Director	CRCOG
5. Krystal Kelly, Voc. Rehab. Counselor	DAS
6. Sandy Mello, Job Center Director	CT Dept. of Labor
7. Fernando Muniz, CEO	Community Solutions
8. John Nimmons, Business Rep.	Sheet Metal Workers
9. Marcy Reed, Associate Education	CT Dept. of Education
10. Vinnie Valente	Plumbers Local 777
11. Dan Weiner, Vice-President	UCONN

Attachment VI

Partner MOUs

1. CT State Board of Education
2. CT Department of Labor
3. CT Department of Social Services
4. CT Aging and Disability Services
5. Hartford Job Corps
6. New England Farm Workers Council
7. The Workplace

**Memorandum of Understanding Between
Capital Workforce Partners and the
Connecticut State Board of Education**

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

Statutory Authority: The Connecticut State Board of Education (CSBE) is authorized to enter into this Memorandum of Understanding (MOU) pursuant to Sections 4-5 and 4-8 of the Connecticut General Statutes (C.G.S.). Capital Workforce Partners is authorized to enter into this MOU pursuant to the Workforce Innovation and Opportunity Act, P.L. 113-128 (WIOA).

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

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

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

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

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

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

- II. **Parties to the MOU:** This MOU is between the Capital Workforce Partners (herein referred to as "CWP", the Workforce Development Board ("WDB") or "Contractor"), and a consortium of lead Chief Elected Officials (CEOs), and CSBE (herein referred to as "Partner"

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or "the Partner"), 450 Columbus Boulevard, Hartford, CT 06013 (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; WIOA Title II Adult Education and Literacy, Carl D. Perkins Technical Education Act.

- III. **Duration of Agreement**: This MOU is effective for the period July 1, 2022, through June 30, 2025. Pursuant to the aforementioned legislation, this MOU can be extended through the amendment process based on written approval of all parties. See Section XVII, Modification/Termination.
- IV. **Coordination Service Delivery Activities**: In order to eliminate duplication of services, the parties to this MOU agree to coordinate the delivery of services and activities to:
- A. Jointly promote the coordinated delivery of services through program integration, when feasible and joint planning at the state and local level.
 - B. Coordinate resources and programs to ensure a streamlined and efficient workforce development system.
 - C. Promote direct access to services through real-time technology.
 - D. Promote information sharing and coordination of activities to improve the performance of the One- Stop/AJC system in part through the use of data access agreements.
 - E. Promote the development and implementation of a more unified system of measuring program performance and accountability.
- V. **Services Available through the One-Stop/AJC System**: Parties agree to coordinate services in the implementation of a workforce development system that:
- 1. Is committed to a customer-focused, comprehensive and integrated delivery system.
 - 2. Ensures the needs of adults, youth, and dislocated workers, and individuals with barriers to employment, including individuals with disabilities, are addressed, including access to technology and materials, are made available through the One-Stop/AJC system.
 - 3. Works towards aligning intake, case management and job placement services in an effort to maximize efficiencies and effectiveness.
 - 4. Develops collaborative relationships with the network of other agencies and partners in the local/regional area.
- VI. **Responsibilities of the CSBE/SDE**: In collaboration with the WDB, the CSBE shall:
- A. Through adult education providers, conduct initial assessment of skill levels, career interests, aptitudes, abilities and characteristics of AJC customers to determine their eligibility for adult education and/or career services;
 - B. Provide updated information concerning new programs, initiatives, and grants;
 - C. Deliver services to applicants and eligible individuals based on the specific policies that govern each party;
 - D. Provide information and data, if available, with respect to this MOU;

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- E. Provide Adult Education and Literacy services under WIOA Title II that:
 - 1. Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self- sufficiency;
 - 2. Assist adults who are parents or family members to obtain the education and skills that (a) are necessary to becoming full partners in the educational development of their children; and (b) lead to sustainable improvements in the economic opportunities for their family;
 - 3. Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways; and
 - 4. Assist immigrants and other individuals who are English language learners in
 - (a) improving their reading, writing, speaking, and comprehension skills in English; and their mathematics skills, and
 - (b) acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.
 - F. Make reasonable efforts to align the College and Career Pathways programs under the Carl D. Perkins Career and Technical Education Act with the occupational and industry demands described in the WDB's local WIOA Plan;
 - G. Direct adult education providers to assess and refer adult education students in need of career services to the AJC center(s) for employment opportunities consistent with their unique strengths, priorities, concerns, abilities, capabilities, interests and informed choice;
 - H. Supply copies of the Connecticut Competency System (CCS) instruments and forms as needed, and provide new CCS Assessment Administration and Security Agreements for signature by the WDB Chief Executive;
 - I. Provide performance and cost information data on local adult education programs funded by state and federal resources for access at and through the AJC system to assist customers in making appropriate educational decisions;
 - J. Provide data on the number of customers attending Partner funded activities in the region. The data should include numbers enrolled, completing and attaining a high school diploma or its equivalent or post-secondary certificate or credential;
 - K. Provide information necessary for the monitoring of AJC activities by the WDB including, but not limited to, its organizational chart, Equal Employment Opportunity and complaint procedures; and
 - L. Provide an up-to-date directory of adult education and career training programs funded by the Partner under WIOA Title II and Carl D. Perkins Career and Technical Education Act to AJC partners and staff.
- VII. **Responsibilities of the WDB:** In consultation with the CSBE, the WDB shall:
- A. Conduct initial assessment of skill levels, career interests, aptitudes, abilities and characteristics of AJC customers to determine their eligibility for adult education and/or career services;
 - B. Provide updated information to the Partner concerning new programs, initiatives and grants;

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- C. Deliver services to applicants and eligible individuals based on the specific policies that govern each party;
- D. Provide information and data, if available, with respect to this MOU.
- E. Provide information from the directory of Partner-funded adult education and career training programs and services to AJC customers;
- F. Assess and refer AJC job-seeker customers in need of adult education services to the Partner;
- G. Ensure that AJC staff coordinate with the Partner on services for individuals without a high school diploma or GED, who lack basic skills, or who have limited English proficiency, as appropriate;
- H. Provide basic career services, including orientation, job search assistance, information on and referral to support services, labor market information, and employment related workshops;
- I. Provide individualized career services to dislocated workers and low-income individuals with barriers to employment, including comprehensive and specialized assessments, development of an individual employment plan, career counseling, short-term pre-vocational and workforce preparation activities, internships and work experiences;
- J. Provide WIOA Title I-funded training services to eligible individuals, primarily through Individual Training Accounts; and
- K. Assist Partner with procurement of WIOA Title II services, including establishment of priorities in accordance with the local WIOA Plan.

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

- 1. Each Party will have information and receive training about the services of all partner agencies within the One-Stop/AJC;
- 2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;
- 3. Customers accessing services through the One-Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
- 4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
- 5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
- 6. The Parties will regularly evaluate ways to improve the referral process; and

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7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.
- IX. **Cost Allocation and Resource Sharing Methodology**: The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by CSBE's adult education provider staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU.

As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.

The budget will be reviewed and negotiated annually based on proportionate share of use and the one-stop infrastructure costs, and will be submitted to CSBE via the ED-114. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.

Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, or a Partner is unwilling to agree to a provision or modification, the process outlined in the Dispute Resolution section is to be followed.

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The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120	X	New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	

- X. **Confidentiality of Information:** To safeguard information, the Parties agree:
- A. Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.
 - B. Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.
 - C. In all respects, the Parties shall comply with the provisions of FERPA. For purposes of this Agreement, "FERPA" includes any amendments or other relevant provisions of federal law, as well as all requirements of Chapter 99 of Title 34 of the Code of Federal Regulations, as amended from time to time. Nothing in this Agreement may be construed to allow either party to maintain, use, disclose or share student information in a manner not allowed by federal law or regulation or by this Agreement.
 - D. The WDB and Contractor Parties, at their own expense, have a duty to and shall protect from a Confidential Information Breach any and all Confidential Information which they come to possess or control, wherever and however stored or maintained, in a commercially reasonable manner in accordance with current industry standards.
 - E. The WDB or Contractor Party shall develop, implement and maintain a comprehensive data - security program for the protection of Confidential Information. The safeguards contained in such program shall be consistent with and comply with the safeguards for protection of Confidential Information, and information of a similar character, as set forth in all applicable federal and state law and written policy of the Department or State concerning the confidentiality of Confidential Information. Such data-security program shall include, but not be limited to, the following:
 - 1. A security policy for employees related to the storage, access and transportation of data containing Confidential Information;
 - 2. Reasonable restrictions on access to records containing Confidential Information,

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- including access to any locked storage where such records are kept;
 - 3. A process for reviewing policies and security measures at least annually;
 - 4. Creating secure access controls to Confidential Information, including but not limited to passwords; and
 - 5. Encrypting of Confidential Information that is stored on laptops, portable devices or being transmitted electronically.
- F. The WDB and Contractor Parties shall notify the SDE and the Connecticut Office of the Attorney General as soon as practical, but no later than twenty-four (24) hours, after they become aware of or suspect that any Confidential Information which WDB or Contractor Parties have come to possess or control has been subject to a Confidential Information Breach. If a Confidential Information Breach has occurred, the WDB shall, within three (3) business days after the notification, present a credit monitoring and protection plan to the Commissioner of Administrative Services, the Department and the Connecticut Office of the Attorney General, for review and approval. Such credit monitoring or protection plan shall be made available by the WDB at its own cost and expense to all individuals affected by the Confidential Information Breach. Such credit monitoring or protection plan shall include, but is not limited to: reimbursement for the cost of placing and lifting one (1) security freeze per credit file pursuant to Connecticut General Statutes § 36a-701a. Such credit monitoring or protection plans shall be approved by the State in accordance with this Section and shall cover a length of time commensurate with the circumstances of the Confidential Information Breach. The WDB's costs and expenses for the credit monitoring and protection plan shall not be recoverable from the Department, any State of Connecticut entity or any affected individuals.
- G. The WDB shall incorporate the requirements of this Section in all subcontracts requiring each Contractor Party to safeguard Confidential Information in the same manner as provided for in this Section.
- H. Nothing in this Section shall supersede in any manner WDB's or Contractor Party's obligations pursuant to HIPAA or the provisions of this Contract concerning the obligations of the WDB as a Business Associate of the Department.
- I. The above section uses the terms "Confidential Information" and "Confidential Information Breach." Please use the following two definitions for those terms and include them, alphabetized, in the definition section of the contract:
- 1. "Confidential Information" shall mean any name, number or other information that may be used, alone or in conjunction with any other information, to identify a specific individual including, but not limited to, such individual's name, date of birth, mother's maiden name, motor vehicle operator's license number, Social Security number, employee identification number, employer or taxpayer identification number, alien registration number, government passport number, health insurance identification number, demand deposit account number, savings account number, credit card number, debit card number or unique biometric data such as fingerprint, voice print, retina or iris image, or other unique physical representation. Without limiting the foregoing, Confidential

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Information shall also include any information that the Department classifies as "confidential" or "restricted." Confidential Information shall not include information that may be lawfully obtained from publicly available sources or from federal, state, or local government records which are lawfully made available to the general public.

2. "Confidential Information Breach" shall mean, generally, an instance where an unauthorized person or entity accesses Confidential Information in any manner, including but not limited to the following occurrences: (1) any Confidential Information that is not encrypted or protected is misplaced, lost, stolen or in any way compromised; (2) one or more third parties have had access to or taken control or possession of any Confidential Information that is not encrypted or protected without prior written authorization from the State; (3) the unauthorized acquisition of encrypted or protected Confidential Information together with the confidential process or key that is capable of compromising the integrity of the Confidential Information; or (4) if there is a substantial risk of identity theft or fraud to the client, the WDB, the Department or State.

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

- XII. **Sovereign Immunity:** The parties acknowledge and agree that nothing in this Agreement shall be construed as a modification, compromise or waiver by the State of any rights or defenses of any immunities provided by federal law or the laws of the State of Connecticut to the State or any of its officers and employees, which they may have had, now have or will have with respect to all matters arising out of this Agreement. To the extent that this section conflicts with any other section, this section shall govern.

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- XIII. **Claims Against the State:** The WDB agrees that the sole and exclusive means for the presentation of any claim against the State of Connecticut arising from this Agreement shall be in accordance with Chapter 53 of the Connecticut General Statutes (Claims Against the State) and the WDB further agrees not to initiate legal proceedings in any state or federal court in addition to, or in lieu of, said Chapter 53 proceedings.
- XIV. **Severability:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect, until renegotiated or rewritten.
- XV. **Monitoring:** The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and State policies:
- A. Those laws, regulations, and policies are enforced properly,
 - B. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - C. Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - D. Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
 - E. All MOU terms and conditions are fulfilled.
- XVI. **Dispute Resolution:** The Parties agree to try to resolve policy or practice disputes at the lowest level, starting with site supervisor(s) and staff. If the Parties cannot resolve disputes at this level, they shall refer such disputes to the management staff of the respective staff employer and the operator for discussion and resolution. If disputes remain unresolved, they shall be referred to the Office of Workforce Competitiveness for assistance.
- XVII. **Modification/Termination:**
- A. This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties. Submission of a revised MOU does not necessarily require a modification to the local plan.
 - B. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the

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proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

- C. Except as otherwise provided, either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

XVIII. **Additional Terms:** All Parties to this Agreement shall comply with the following:

- A. Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016);
- B. Title VI of the Civil Rights Act of 1964 (Public Law 88-352);
- C. Section 504 of the Rehabilitation Act of 1973, as amended;
- D. The Americans with Disabilities Act of 1990 (Public Law 101-336);
- E. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor;
- F. Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188;
- G. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99);
- H. Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38);
- I. The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603);
- J. All amendments to each; and
- K. All requirements imposed by the regulations issued pursuant to these acts.

XIX. **Summary of the State Ethics Laws:** Pursuant to the requirements of section 1-101qq of the Connecticut General Statutes (a) the State has provided to the Contractor the summary of State ethics laws developed by the State Ethics Commission pursuant to

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section 1-81b of the Connecticut General Statutes, which summary is incorporated by reference into and made a part of this Contract as if the summary had been fully set forth in this Contract; (b) the Contractor represents that the chief executive officer or authorized signatory of the Contract and all key employees of such officer or signatory have read and understood the summary and agree to comply with the provisions of state ethics law; (c) prior to entering into a contract with any subcontractors or consultants, the Contractor shall provide the summary to all subcontractors and consultants and each such contract entered into with a subcontractor or consultant on or after July 1, 2021, shall include a representation that each subcontractor or consultant and the key employees of such subcontractor or consultant have read and understood the summary and agree to comply with the provisions of state ethics law; (d) failure to include such representations in such contracts with subcontractors or consultants shall be cause for termination of the Contract; and (e) each contract with such contractor, subcontractor or consultant shall incorporate such summary by reference as a part of the contract terms.

XX. **Force Majeure:** Neither party shall be liable for any delays or failures in performance resulting from acts beyond its reasonable control including but not limited to natural disasters, hurricanes, floods, earthquakes, severe weather, acts of war or terrorism, threats of terrorism, bomb threats, civil disorder, labor strikes or disruptions, fire, disease or pandemics, epidemics or outbreaks, power outages, gas leaks, curtailment of transportation preventing or delaying attendance by at least 25 percent of meeting participants, governmental rule, regulation or decree, and any other events or circumstances not within the reasonable control of the party affected, whether similar or dissimilar to any of the foregoing events. The non-performing or delaying party shall be diligent in attempting to remove any such cause and shall promptly notify the other party of the extent and probable duration of such delay or nonperformance.

XXI. **Iran Energy Investment Certification:**

- A. Pursuant to section 4-252a of the Connecticut General Statutes, the Contractor certifies that it has not made a direct investment of twenty million dollars or more in the energy sector of Iran on or after October 1, 2013, as described in Section 202 of the Comprehensive Iran Sanctions, Accountability and Divestment Act of 2010, and has not increased or renewed such investment on or after said date.
- B. If the Contractor makes a good faith effort to determine whether it has made an investment described in subsection (a) of this section then the Contractor shall not be deemed to be in breach of the Contract or in violation of this section. A "good faith effort" for purposes of this subsection includes a determination that the Contractor is not on the list of persons who engage in certain investment activities in Iran created by the Department of General Services of the State of California pursuant to Division 2, Chapter 2.7 of the California Public Contract Code. Nothing in this subsection shall be construed to impair the ability of the State agency or quasi-public agency to pursue a breach of contract action for any violation of the provisions of the Contract.

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XXII. Nondiscrimination:

- A. For purposes of this Section, the following terms are defined as follows:
1. "Commission" means the Commission on Human Rights and Opportunities;
 2. "Contract" and "contract" include any extension or modification of the Contract or contract;
 3. "Contractor" and "contractor" include any successors or assigns of the Contractor or contractor;
 4. "Gender identity or expression" means a person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth, which gender-related identity can be shown by providing evidence including, but not limited to, medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is sincerely held, part of a person's core identity or not being asserted for an improper purpose.
 5. "Good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations;
 6. "Good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements;
 7. "Marital status" means being single, married as recognized by the State of Connecticut, widowed, separated or divorced;
 8. "Mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders;
 9. "Minority business enterprise" means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise, and (3) who are members of a minority, as such term is defined in subsection (a) of C.G.S. § 32-9n; and
 10. "Public works contract" means any agreement between any individual, firm or corporation and the State or any political subdivision of the State other than a municipality for construction, rehabilitation, conversion, extension, demolition or repair of a public building, highway or other changes or improvements in real property, or which is financed in whole or in part by the State, including, but not limited to, matching expenditures, grants, loans, insurance or guarantees.
 11. For purposes of this Section, the terms "Contract" and "contract" do not include a contract where each contractor is (1) a political subdivision of the state, including,

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but not limited to, a municipality, unless the contract is a municipal public works contract or quasi-public agency project contract, (2) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in C.G.S. § 1-267, (3) the federal government, (4) a foreign government, or (5) an agency of a subdivision, state or government described in the immediately preceding enumerated items (1), (2), (3), or (4).

- B. (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, status as a veteran, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the State of Connecticut; and the Contractor further agrees to take affirmative action to ensure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, status as a veteran, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by the Contractor that such disability prevents performance of the work involved; (2) the Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action equal opportunity employer" in accordance with regulations adopted by the Commission; (3) the Contractor agrees to provide each labor union or representative of workers with which the Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which the Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers' representative of the Contractor's commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment; (4) the Contractor agrees to comply with each provision of this Section and C.G.S. §§ 46a-68e and 46a-68f and with each regulation or relevant order issued by said Commission pursuant to C.G.S. §§ 46a-56, 46a-68e, 46a-68f and 46a-86; and (5) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of this Section and C.G.S. § 46a-56. If the contract is a public works contract, municipal public works contract or contract for a quasi-public agency project, the Contractor agrees and warrants that he or she will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works or quasi-public agency projects.
- C. Determination of the Contractor's good faith efforts shall include, but shall not be limited to, the following factors: The Contractor's employment and subcontracting

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- policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.
- D. The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.
- E. The Contractor shall include the provisions of subsection (b) of this Section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and in every subcontract entered into in order to fulfill any obligation of a municipal public works contract for a quasi-public agency project, and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with C.G.S. § 46a-56, as amended; provided if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission regarding a State contract, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.
- F. The Contractor agrees to comply with the regulations referred to in this Section as they exist on the date of this Contract and as they may be adopted or amended from time to time during the term of this Contract and any amendments thereto.
- G. (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (2) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the Contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment; (3) the Contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said Commission pursuant to C.G.S. § 46a-56; and (4) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor which relate to the provisions of this Section and C.G.S. § 46a-56.
- H. The Contractor shall include the provisions of the foregoing paragraph in every subcontract or purchase order entered into in order to fulfill any obligation of a

**Memorandum of Understanding Between
Capital Workforce Partners and the
Connecticut State Board of Education**

contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with C.G.S. § 46a-56 as amended; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission regarding a State contract, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

- I. Pursuant to subsection (c) of section 4a-60 and subsection (b) of section 4a-60a of the Connecticut General Statutes, the Contractor, for itself and its authorized signatory of this Contract, affirms that it understands the obligations of this section and that it will maintain a policy for the duration of the Contract to assure that the Contract will be performed in compliance with the nondiscrimination requirements of such sections. The Contractor and its authorized signatory of this Contract demonstrate their understanding of this obligation by either (A) having provided an affirmative response in the required online bid or response to a proposal question which asks if the contractor understands its obligations under such sections, (B) signing this Contract, or (C) initialing this nondiscrimination affirmation in the following box:



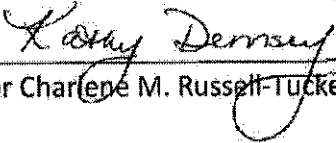
XXIII. Contact Information:

- A. The CSBE agrees to provide all notices to the WDB under this Agreement to:
Alex B. Johnson, President and CEO
Capital Workforce Partners
1 Union Place, Hartford, CT 06103
Phone: 860-522-1111
E-mail: ajohnson@capitalworkforce.org
- B. The WDB agrees to provide all notices to the CSBE under this Agreement to:
Susan Kocaba – Associate Education Consultant
Connecticut State Department of Education
450 Columbus Boulevard, Suite 508
Hartford, CT 06103
Tel: 860-807-2073
E-mail: Susan.Kocaba@ct.gov

**Memorandum of Understanding Between
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Connecticut State Board of Education**

XXIV. Signatures:


For the Connecticut State Board of Education:



Kelly Demsey, Chief Financial Officer
For Charlene M. Russell-Tucker, Commissioner of Education

Nov. 1, 2022
Date

For the Workforce Development Board:



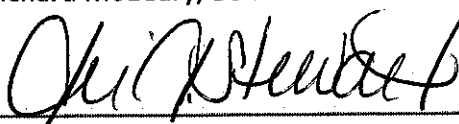
Alex B. Johnson, President & CEO

Nov. 1, 2022
Date



Richard McGearry, Board Chair

November 7, 2022
Date



Mayor Erin Stewart, Chief Elected Official

11/16/22
Date

**Memorandum of Understanding Between
Capital Workforce Partners and the
Connecticut State Board of Education**

Attachment A

**One-Stop Infrastructure Funding Agreement
Connecticut State Board of Education**

Whereas the parties have entered into this Memorandum of Agreement to provide services as partners in the One-Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 ("Hartford AJC").
- 260 Lafayette Street, New Britain, CT ("New Britain AJC")
- 893 Main Street, Manchester, CT ("Manchester AJC")
- 170 Elm Street, Enfield, CT ("Enfield AJC")
- 430 North Main Street, Bristol, CT ("Bristol AJC")
- 417 Main Street, East Hartford, CT ("East Hartford AJC")
- No physical presence in an AJC

NOW, THEREFORE, in consideration of the mutual covenants contained herein, receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The term of this agreement shall be July 1, 2022 – June 30, 2025
2. The Partner's contribution is based on the physical presence of its FTEs in the AJC(s).
3. Partner staff will be provided a workstation that includes:
 - a. A standard work station – cubicle and chair
 - b. A telephone
 - c. A docking station for a laptop with connections to a monitor, keyboard, and mouse.
4. Partner staff will have reasonable access to shared AJC resources:
 - a. Staff and guest WiFi
 - b. Fax machine, copier, printer, and related supplies
 - c. Assistance with customer reception from front-desk staff
 - d. Training rooms, reserved in accordance with operational protocol, coordinated with the One-Stop Operator
 - e. No-cost parking
5. Partner staff with a full-time presence, five days per week, may request installation of a locking, two-drawer file cabinet in a dedicated workstation, to be provided at additional cost.
6. Partner occupancy will be limited to regular business hours; Partner staff will not have keys and will not be responsible for opening or closing the AJC.
7. Partner will limit its usage of the AJC and resources to services and activities directly

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related to the AJC Partner program(s) identified in the MOU. CWP or its One-Stop Operator may request that Partner provide justification demonstrating reasonableness of use or direct benefit to the identified Partner program.

8. Partner will ensure that its staff will follow all applicable confidentiality requirements, including protection of Personally Identifiable Information (PII), related to information viewed or accessed in the AJC.
9. The financial consideration is based upon the One-Stop Infrastructure and Operating Budget as detailed in Attachment B.
10. The minimum contribution for each Partner with a physical presence in the AJC is 1 day per week / .2 FTE, regardless of actual days and hours of occupancy. If Partner maintains less than 1 FTE in the AJC, it shall coordinate with the One-Stop Operator, in accordance with operational protocol, to establish an occupancy schedule.
11. The cost allocation plan and Partner contributions are detailed in Attachment B.
12. Under the terms of the agreed upon allocation methods, the Partner will be invoiced in arrears for allocable contributions based on actual costs. Invoices outlining costs will be generated within 60 days of the close of each calendar quarter.
13. Payment of Partner contribution will be submitted within 45 days of the receipt of each quarterly invoice.
14. The Infrastructure Funding Agreement (IFA) will be effective throughout the duration of the MOU.
15. No later than May 15th of each year, the Budget and allocation base will be reviewed and projected Partner contributions for the subsequent Federal Performance Period will be distributed.
16. This Agreement does not provide Partner with:
 - a. Access to the CWP computer network or shared drives
 - b. Office supplies beyond reasonable use of the copier and fax machines
 - c. Postage or use of postage meter
 - d. Help desk support beyond ensuring that AJC equipment is functioning
 - e. Online Learning Center usage for Partner-facilitated training or workshops
 - f. Excessive and/or unreasonable utilization of the included shared AJC resources
17. Partners with a physical presence in the AJC will provide a Certificate of Insurance listing Capital Workforce Partners, One Union Place, Hartford, CT 06103 as an Additional Insured and Certificate Holder, prior to occupancy in the AJC.
18. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution. If issues remain unresolved, such issues shall be referred to the Office of Workforce Strategies for assistance.

PROPOSAL ABSTRACT FY 2022-2023

Priority Area:	<i>American Job Centers Support</i>	
Title of Project:	<i>American Job Centers</i>	
Project Director:	Shelly Henderson, Manager, One-Stop Services	
Applicant Organization:	Capital Workforce Partners	
Total Project Funds Requested for FY 2022-2023		\$23,748

OBJECTIVES:

To support One Stop operations that are eligible for adult education funding under Title II of WIOA.

PROJECT DESIGN:

The project focuses on the utilization of partner agency resources to support "infrastructure" of the One Stop in order to provide comprehensive services in a coordinated approach to individuals accessing American Job Centers.

MEMORANDUM OF UNDERSTANDING
BETWEEN
Capital Workforce Partners
AND
CT State Department of Labor

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

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

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

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

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the operation of the One-Stop/AJC service delivery system in the State of Connecticut. Each Party is committed to promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for both job seekers and employers.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.

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

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following: **Capital Workforce Partners** (herein referred to as "CWP"), and a consortium of lead Chief Elected Officials (CEOs), and the **Connecticut State Department of Labor** (herein referred to as "CT DOL" or "the Partner"), 200 Folly Brook Boulevard, Wethersfield, CT 06109 (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; WIOA Title III Wagner-Peyser Act Employment Services; Trade Adjustment Assistance, Veterans' Employment and Training Services; Migrant and Seasonal Farmworkers; Unemployment Insurance; and Apprenticeship.

III. Duration of Agreement

This MOU is effective for the period July 1, 2022 through June 30, 2025. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period. The Infrastructure Funding Agreement (IFA) attachments to this MOU will be reviewed on an annual basis.

IV. Coordination of Service Delivery Activities

A. Guiding Principles

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

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

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

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

The programs for which the Parties are responsible are outlined in Appendix 1 of this MOU. CTDOL and CWP agree to provide adequate staff to perform the services identified in the Appendix.

B. Employment Related Workshops

The Parties agree to work together to ensure the delivery of relevant employment related workshops, eliminate unnecessary content duplication, increase efficiency and reduce any perceived confusion among customers.

C. Referral Arrangements

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

1. Each Party will have information and receive training about the services of all partner agencies within the One-Stop/AJC;

2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;
3. Customers accessing services through the One-Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.

D. Employer Services

All employers in the workforce development area will receive consistent, quality services through One-Stop/AJC staff. The Parties will work together to ensure coordination of employer services, recruitment activities, applicant screenings and marketing of job opportunities. Employers will be strongly encouraged to conduct recruitments at the One-Stop/AJC facilities. Any WIOA and JFES funded staff working with employers must post job openings in the state job bank/CTHires. Federal and state contractors who are required to post jobs in the state job bank will be advised of their legal obligations.

V. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology

- A. The Parties are engaged in the following process:
 1. Identification of One-Stop operating costs, including infrastructure costs and additional costs.
 2. Development of the One-Stop operating budget that includes an infrastructure costs budget and additional costs budget.
 3. Development of the cost allocation methodology, including the identification of costs pools and allocation bases.
 4. Determination of estimated partner contributions.
 5. Preparation of, and agreement to, the IFA.
 6. Allocation of actual costs by each partner's proportionate use and relative benefit received.
 7. Conduct of a periodic reconciliation.
 8. Modification of the infrastructure costs budget and/or cost allocation methodology, as appropriate.
 9. Evaluation of the existing process and preparation for the following program year.

Accordingly, the Parties agree to fund infrastructure costs based on the proportionate share of use by each agency and/or its contracted provider staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principals that require

costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The AJC Infrastructure Budget: Cost Allocation and Resource Sharing Schedule represent estimates and are attached as Attachments A and B.

The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120	X	New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	
No physical presence at an AJC			

- B. Each Party's contribution is based on the per square footage costs by percentage of use of the area (cubicle or training room) that is occupied in the corresponding AJC. The infrastructure cost allocation base is per square footage in all AJC's.
- C. The Parties agree to pool other shared, allowable costs related to services, operational expenses, promotional materials, and other expenses that cannot be assigned to an individual partner or program, and that result in shared benefits received by multiple parties. Such costs shall be allocated based on a reasonable estimation of the benefits received by each party, using square footage as the allocation base.
- D. The IFA will be reviewed on an annual basis. No later than May 1 of each year, the Budget and allocation sheets will be reviewed, and Partner contributions updated based on actual costs in the AJC at the time of the review projected as of July 1 for the coming program year. This will allow CWP to identify IFA costs for AJC and Affiliate offices to all required partners for billing. CWP and CTDOL will independently invoice each other for costs incurred in each of the applicable locations. Any changes in scope or services to the IFA will be adjusted quarterly or at least by the end of the fiscal year with an approved IFA revision.
- E. The IFA attachments to this MOU will be reviewed on an annual basis. Any party may initiate a review at any time prior to the mandatory renewal date upon written notice to the other parties in order to negotiate financial arrangements and update the funding of services and operating costs of the One-Stop delivery system, or other necessary updates. The parties shall promptly engage in good-faith negotiations upon receipt of any notice requesting review of this MOU.

VI. North Central Cost Allocation Summary Sheet

CTDOL will submit quarterly invoices to CWP via email by the 45th day after the end of each quarter. Costs included on the invoice will be associated with the Space and Cost Analysis for AJC and Affiliate office occupancy and operational expenses. The Space and Cost Analysis for purposes of this section is attached hereto as Attachment B. Any changes to this document will be adjusted on a prospective basis to be effective in a future quarter or next fiscal year, with an approved IFA revision. CWP will submit quarterly invoices to CTDOL via email by the 45th day after the end of each quarter. Costs included on the invoice will be associated with the Board's Attachment A related to AJC and Affiliate office occupancy and operational

expenses. Any changes to this document will be adjusted on a prospective basis to be effective in a future quarter or next fiscal year, with an approved IFA revision. This document will also be reviewed on a yearly basis.

VII. Other Terms and Conditions

A. State General Terms and Conditions

CWP agrees to comply with general requirements, terms, and conditions as established by the State of Connecticut, attached and incorporated herein as Attachment D.

B. Data Sharing and Reporting

1. CWP and CTDOL have implemented a separate MOU for purposes of data sharing.
2. To the extent possible, CWP and its One-Stop service provider will utilize CTHires and other shared data management systems to collect data and information for system-wide reporting, so as to limit the data collection and reporting burden placed on partner staff. Additionally, all WIOA and JFES funded CWP and CWP contractor staff must enter business services and program activity into CTHires. Requirements pertaining to use of the CTHires system are provided in a separate MOU between CWP and CTDOL.

VIII. Confidentiality of Information

To safeguard information, the Parties agree:

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

IX. Severability

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

X. Modification/Termination

This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties.

Except as otherwise provided in the attached General Terms and Conditions, either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

XI. Signatures

For the Connecticut Department of Labor



Danté Bartolomeo, Commissioner

9/9/22

Date

For the Workforce Development Board:



Alex B. Johnson, President & CEO

8-31-2022

Date



Richard McGeary, Board Chair

August 31, 2022

Date



Mayor Erin Stewart, Chief Elected Official

Sept. 7, 2022

Date

Appendix 1: PARTNER-SPECIFIC LANGUAGE

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

A. Title I, WIOA Adult, Youth Training

Through contract with CTDOL, CWP is responsible for Title I, WIOA youth and adult training services.

CT State Department of Labor Programs

A. Wagner-Peyser (WIOA Title III)

Pursuant to the Wagner-Peyser Act of 1933, as amended by WIOA, Wagner-Peyser staff provide employment services to jobseekers and employers through the American Job Center sites. CTDOL is the state agency responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

B. Trade Adjustment Assistance Activities

The Trade Adjustment Assistance (TAA) Program is a federal program established under the Trade Adjustment Assistance Reauthorization Act of 2015 that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. CTDOL is the state agency responsible for administering services under the TAA program.

C. Veterans Services

Veterans may receive reemployment services from trained staff at AJC sites. CTDOL, as the agency responsible for administering Veterans Services in the State of Connecticut, shall coordinate provision of the requisite programs and services.

D. Unemployment Compensation Services

In accordance with WIOA, the Unemployment Insurance (UI) program is responsible for providing meaningful assistance to individuals seeking assistance in filing an unemployment claim at American Job Center sites. Under State and federal law, CTDOL is the agency responsible for administering the UI program and related services in the State of Connecticut.

E. TANF / JFES Services

Temporary Assistance for Needy Families (TANF) provides time-limited funding for eligible families and pregnant women in need so as to assist families so that children may be cared for in their own homes or the homes of relatives; end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage; prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and encourage the formation and maintenance of two-parent families.

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards. In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

F. Migrant Seasonal Farm Workers

The National Farmworker Jobs Program (NFJP) is a nationally-directed, locally-administered program of services for migrant and seasonal farmworkers (MSFWs). CTDOL is the agency responsible for administering this program.

G. Apprenticeship

Registered Apprenticeship is an important workforce development strategy that the workforce system provides to its customers, both job seekers and employers. CTDOL is the agency responsible for administering this program.

Attachment A: Cost Allocation Summary – ESTIMATE FOR REFERENCE

Capital Workforce Partners IFA Budget Summary					
2022 - 2023 - Projected based on FY22 Costs and Partner Occupancy					
Budget Summary					
AJC Location	Facility Costs	Operating Costs	Total IFA Budget	Cost per Sq. Ft.	
Hartford (CWP space)	191,000	255,752	446,752	46.93	
New Britain	320,363	229,576	549,939	68.74	
Manchester	163,302	231,826	395,127	79.03	
Enfield	110,257	177,652	287,909	84.18	
East Hartford	79,820	188,106	267,926	101.49	
Bristol	62,048	18,245	80,293	28.68	
Total	926,790	1,101,156	2,027,947	64.63	
Partner Occupancy in sq. ft.					
AJC Location	Total Sq. Ft.	CWP	DOL ¹	ADS ²	SDE ³
Hartford (CWP space)	9,520	8,780	0	266	490
New Britain	8,000	5,975	0	2,025	0
Manchester	5,000	5,000	0	0	0
Enfield	3,420	3,420	0	0	0
East Hartford	2,640	2,334	0	306	0
Bristol	2,800	2,207	0	593	0
Total	31,380	27,717	0	3,190	490
Partner Cost Allocation (based on square footage)					
AJC Location	Total Cost	CWP	DOL ¹	ADS ²	SDE ³
Hartford (CWP space)	446,752	412,045	-	12,498	22,998
New Britain	549,939	410,748	-	139,190	-
Manchester	395,127	395,127	-	-	-
Enfield	287,909	287,909	-	-	-
East Hartford	267,926	236,862	-	31,064	-
Bristol	-	-	-	-	-
Total	1,947,654	1,742,692	-	182,753	22,998
¹ DOL occupies its own leased space in Comprehensive Hartford ACJ					
² Occupancy is projected but not confirmed					
³ SDE share of space to be scheduled for use by local Adult Ed providers					

ATTACHMENT B

Space and Cost Analysis

Provided by CT DOL

Space & Cost Analysis Hartford

Updated: 5/31/22 KAM

Effective: 07/01/2022-06/30/2023

Square Footage Dedicated to Staff By Operation

	Job Corps	BOARD	DOL	Total S.F.
Cubicles	0	0	1845	1845
Offices	0	0	280	280
Other	0	0	710	710
Total	0	0	2835	2835
% of Total Staff Space	0.00%	0.00%	100.00%	2835

Space Allocation Analysis

	Job Corps	BOARD	DOL	Total S.F.
Dedicated Staff Space	0	0	2835	2,835
Training Room First Floor	0	143	571	714
Training Room Second Floor	0	47	900	947
Conf Room #	0	0	0	0
Career Center	0	482	1849	2,331
Lounge	0	0	390	390
Reception	0	41	976	1,017
Rest Rooms	0	10	931	941
Misc Dedicated Space	0	0	331	331
Tele/Data Room	0	22	413	435
Janitor Closet	0	0	188	188
Common & Circulation Area	0	67	4674	4,741
Total	0	812	14058	14,870
Percentage of Total Space	0.00%	5.46%	94.54%	100.00%

COST ESTIMATES Based on FY2021

Est. Cost

CATEGORY	P.S.F ANNUAL	Job Corps	BOARD	DOL	TOTAL
RENT	\$13.73	\$0	\$11,147	\$193,018	\$204,165
GAS	\$0.00	\$0	\$0	\$0	\$0
ELECTRIC	\$1.61	\$0	\$1,308	\$22,650	\$23,958
TAX	\$0.00	\$0	\$0	\$0	\$0
WASTE	\$0.27	\$0	\$223	\$3,854	\$4,077
CLEANING	\$2.28	\$0	\$1,855	\$32,112	\$33,967
RENTAL ENTRY MATS	\$0.00	\$0	\$0	\$0	\$0
SHREDDING	\$0.02	\$0	\$18	\$303	\$321
RENOVATIONS	\$0.00	\$0	\$0	\$0	\$0
TOTAL	\$17.92	\$0	\$14,551	\$251,937	\$266,488

<https://capitalworkforcepartners.sharepoint.com/Shared Documents/Compliance and Accountability Share/One-Stop MOUs/IFA 22-23/DOL/A- Pending Hartford Space and Cost Analysis 5-31-22> Page 1

**MEMORANDUM OF UNDERSTANDING
BY AND BETWEEN
STATE OF CONNECTICUT DEPARTMENT OF SOCIAL SERVICES
And
CAPITAL WORKFORCE PARTNERS**

This Memorandum of Understanding (“MOU” or “Agreement”) is entered into between the State of Connecticut Department of Social Services (“DSS”), located at 55 Farmington Avenue, Hartford, CT 06105, and Capital Workforce Partners (“CWP”), for the purpose of the operation of the One-Stop delivery system in its region.

WHEREAS, the State of Connecticut Department of Labor is the Connecticut state agency responsible for monitoring activities of the Regional Workforce Development Boards (“WDBs”) within the American Job Centers (“AJC”) and for the administration of the Workforce Innovation and Opportunity Act (“WIOA”); and

WHEREAS, in accordance with Title I, Section 121 (c) of the WIOA, the WDBs, with the agreement of their chief elected officials, shall develop and enter into MOUs between the local board and its One-Stop partners, concerning the operation of the One-Stop delivery system in five regional areas of Connecticut for which the local board operates; and

WHEREAS, DSS is a One-Stop partner with the WDBs and is the Connecticut state agency responsible for administering, either directly or through its agents, a wide variety of government benefit programs for low-income residents, including, but not limited to, Connecticut medical assistance program (“Medicaid”); and

WHEREAS, pursuant to the above, the MOU shall contain provisions describing the following:

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

WHEREAS, this MOU will serve as a framework of agreed upon terms, and

WHEREAS, specific local/regional program operation, the delivery of employment related workshops, referral processes and business service delivery may depend on the local/regional area and shall be specified as addendums to this MOU when applicable;

NOW, THEREFORE, DSS and Capital Workforce Partners (individually “Party” and collectively, “Parties”), agree to the following:

A. General Contract Provisions:

1. Parties to the MOU:

- a. The Parties to this MOU are **Capital Workforce Partners** (herein referred to as “CWP”), and a **consortium of lead Chief Elected Officials (CEOs)**, and **Connecticut Department of Social Services** (herein referred to as “Partner” or “the Partner”), 55 Farmington Avenue, Hartford, CT 06105 (herein referred to as “the Parties”).

- b. The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; Community Services Block Grant; SNAP Employment & Training; CT Money Follows the Person; Fatherhood Initiative.
- c. Both Parties agree to have specifically named liaisons at all times. These representatives of the Parties will be the first contacts regarding any questions or problems that may arise during implementation and operation of the MOU.

a. **In case of notice to DSS, 55 Farmington Ave, Hartford, CT 06105:**

For Fiscal Issues:

Nicholas Venditto, CFO,
Division of Financial Services,
(860) 424-5471,
Nicholas.Venditto@ct.gov

For Program Issues:

Tricia Morelli
Program Administration Manager
(860) 424-5519
Tricia.Morelli@ct.gov

b. **In case of notice to CWP:**

For CWP:
Alex B. Johnson, President & CEO
(860) 522-1111
ajohnson@capitalworkforce.org

2. **Term:** This MOU is effective for the period January 1, 2024, through June 30, 2025. Pursuant to the legislation, this MOU can be extended through the amendment process based on written approval of all partners. See section A.6 Modification/Termination.
3. **Confidentiality of Information:** To safeguard information, the Parties agree:
 - a. The Parties agree their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to the confidentiality of information with respect to any use or disclosure of program and/or customer specific information.
 - b. Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.
4. **Severability:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect, until renegotiated or rewritten.
5. **Settlement of Disputes:**
 - a. Any Dispute concerning the interpretation or application of this Agreement shall be decided jointly by the Commissioner of DSS and the President & CEO of Capital Workforce Partners).
 - b. Pending resolution of the dispute, both Parties shall proceed diligently with the performance of the Agreement in accordance with the duties outlined herein.

6. Modification/Termination:

- a. This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties.
- b. Except as otherwise provided in the attached General Terms and Conditions, either parties to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

B. Purpose of MOU:

1. The purpose of this MOU is to articulate the roles and responsibilities of each Party in the operation of the One-Stop/AJC service delivery system in the State of Connecticut. Each Party is committed to promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for both job seekers and employers.
2. This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.
3. Programs and services will be coordinated and integrated where feasible by jointly serving common customers, supporting interagency in-service training and providing information and services that most directly meet the customer's needs.

C. Coordination of Service Delivery Activities:

1. In order to eliminate duplication of services, the Parties to this MOU agree to coordinate the delivery of services and activities to:
 - a. Jointly promote the coordinated delivery of services through program integration, when feasible and joint planning at the state and local level.
 - b. Coordinate resources and programs to ensure a streamlined and efficient workforce development system.
 - c. Promote direct access to services through real-time technology.
 - d. Promote information sharing and coordination of activities to improve the performance of the One-Stop/AJC system in part through the use of data access agreements.
 - e. Promote the development and implementation of a more unified system of measuring program performance and accountability.
2. Additionally, Parties agree to coordinate services in the implementation of a workforce development system that:
 - a. Is committed to a customer-focused, comprehensive, and integrated delivery system.
 - b. Ensures the needs of adults, youth, and dislocated workers, and individuals with barriers to employment, including individuals with disabilities, are addressed, including access to technology and materials, are made available through the One-Stop/AJC system.
 - c. Works towards aligning intake, case management and job placement services in an effort to maximize efficiencies and effectiveness.
 - d. Develops collaborative relationships with the network of other agencies and partners in the local/regional area.
3. The programs for which the Parties are responsible, and their respective roles, are outlined in Appendix 1 of this MOU.

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

1. Each Party will have information and receive training about the services of all partner agencies within the One-Stop/AJC;
2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;
3. Customers accessing services through the One-Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.

E. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology:

1. The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by Partner staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU and the budget is incorporated as Attachment B. The IFA will be reviewed and negotiated annually based on proportionate share of use and one-stop infrastructure and operating budget.
2. The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120		New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	
No partner presence at an American Job Center			X

F. Signatures:

For the Connecticut State Department of Social Services

Andrea Barton Reeves, Commissioner

Date

For the Workforce Development Board:



Alex B. Johnson, President & CEO

12-7-2023

Date



Richard McGeary, Board Chair

12-7-2023

Date



Mayor Erin Stewart, Chief Elected Official

12/7/23

Date

Appendix 1: Partner Programs and Responsibilities

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

I. WIOA Title I Adult, Dislocated Worker, and Youth

CWP is responsible for WIOA Title I youth and adult career and training services. Title I is the primary source of federal workforce development funding to prepare low-income adults, youth, and dislocated workers for employment, and to help them continue to build skills once they are employed.

II. TANF / JFES Services

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards (s). In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

Connecticut Department of Social Services

The Connecticut Department of Social Services (DSS) provides access to the following programs and services either directly or through regionally contracted providers:

Temporary Assistance for Needy Families (TANF) – time limited funding for families in need required to participate in the Jobs First Employment Services (JFES) program operated by CTDOL.

In addition to the overarching goals for Connecticut's workforce system, the following goals are specific to the TANF and the TANF/JFES program:

TANF

1. Provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives.
2. End the dependence of needy parents on government benefits by promoting job preparation, work, and marriage.
3. Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies.
4. Encourage the formation and maintenance of two-parent families.

JFES

1. Enable participants, through employment, to become independent from cash assistance by the end of the 21-month time limit established by state law;
2. Enable participants who become independent from cash assistance to remain employed and independent of cash assistance; and
3. Ensure that federally established TANF/JFES Work Participation rates are met through employment of participants and engagement of participants in other allowable TANF/JFES work activities based on the regional and individual assessments of participants' needs.

Supplemental Nutrition Assistance Program (SNAP), commonly known as Food Stamps includes an employment and training component. The SNAP E&T program's primary goal is to assist SNAP E&T

participants with work-related activities that will lead to paid employment. SNAP E&T is a voluntary, skills-based program with a focus on vocational training. Successful students gain skills needed to find employment or improve employment in the current job market. The resulting outcome is increased self-sufficiency and decreased dependence on public assistance.

Connecticut's Money Follows the Person (MFP) Program offers transitional supports to Medicaid participants who have been institutionalized at least 3 months and who choose to return to the community. MFP supports and services aim to increase the participant's independence – leading to participation in community and employment. Currently supports and services are funded by a grant from the Centers for Medicare and Medicaid Services. Connecticut plans to sustain MFP supports and services through the Medicaid program after the grant period ends. MFP is administered by the DSS and is operated in coordination with the Department of Mental Health and Additional Services, Department of Developmental Services, Department of Housing, State Department on Aging, Department of Public Health, Department of Labor and the Office of Policy and Management.

Supports and Services offered under MFP include but are not limited to the following:

1. Case management;
2. Personal Care Assistance;
3. Health Coach;
4. Home health services;
5. Independent Living Skills;
6. Supported Employment;
7. Transportation
8. Work Experience;
9. Job Readiness;
10. Housing;
11. Tenancy Supports;
12. Temporary cash assistance

Community Services Block Grant (CSBG) - CTDSS administers the CSBG federal block grant with assistance from the CT community action agency network. The purpose of CSBG is the reduction of poverty, revitalization of low-income communities, and empowerment of low-income families and individuals to become fully self-sufficient. CSBG can provide an array of services - employment work supports, child and family development, community empowerment, independent living.

Office of Child Support Services and Fatherhood Program - CTDSS administers the statewide child support program. The goals of the child support programs are to assist families in reaching independence through increased financial and medical support, establish paternity for children born out of wedlock, and connect non-custodial parents with the Fatherhood Initiative.

Connecticut's Fatherhood Program is a statewide program led by the CTDSS that focuses on changing the systems that can improve fathers' ability to be fully and positively involved in the lives of their children. The program's objectives are as follows –

- Promote public education concerning the financial and emotional responsibilities of fatherhood.
- Assist men in preparing for the legal, financial, and emotional responsibilities of fatherhood.
- Promote the establishment of paternity at childbirth.
- Encourage fathers, regardless of marital status, to foster their emotional connection to and financial support of their children.
- Establish support mechanisms for fathers in their relationship with their children, regardless of their marital and financial status.
- Integrate state and local services available for families.

**One-Stop Infrastructure Funding Agreement
Connecticut State Department of Social Services**

WHEREAS the parties have entered into this Memorandum of Agreement to provide services as partners in the One-Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 (“Hartford AJC”).
- 260 Lafayette Street, New Britain, CT (“New Britain AJC”)
- 893 Main Street, Manchester, CT (“Manchester AJC”)
- 170 Elm Street, Enfield, CT (“Enfield AJC”)
- 430 North Main Street, Bristol, CT (“Bristol AJC”)
- 417 Main Street, East Hartford, CT (“East Hartford AJC”)
- No physical presence in an AJC

NOW, THEREFORE, in consideration of the mutual covenants contained herein, receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The term of this agreement shall be January 1, 2024 – June 30, 2025
2. The Partner’s contribution is based on the physical presence of its FTEs in the AJC(s).
3. Partner staff will be provided a workstation that includes:
 - a. A standard workstation – cubicle and chair
 - b. A telephone
 - c. A docking station for a laptop with connections to a monitor, keyboard, and mouse.
4. Partner staff will have reasonable access to shared AJC resources:
 - a. Staff and guest WiFi
 - b. Fax machine, copier, printer, and related supplies
 - c. Assistance with customer reception from front-desk staff
 - d. Training rooms, reserved in accordance with operational protocol, coordinated with the One-Stop Operator
 - e. No-cost parking
5. Partner staff with a full-time presence, five days per week, may request installation of a locking, two-drawer file cabinet in a dedicated workstation, to be provided at additional cost.
6. Partner occupancy will be limited to regular business hours; Partner staff will not have keys and will not be responsible for opening or closing the AJC.
7. Partner will limit its usage of the AJC and resources to services and activities directly related to the AJC Partner program(s) identified in the MOU. CWP or its One-Stop Operator may request that Partner provide justification demonstrating reasonableness of use or direct benefit to the identified Partner program.
8. Partner will ensure that its staff will follow all applicable confidentiality requirements, including protection of Personally Identifiable Information (PII), related to information viewed or accessed in the AJC.
9. The financial consideration is based upon the One-Stop Infrastructure and Operating Budget as detailed in Attachment B.

10. The minimum contribution for each Partner with a physical presence in the AJC is 1 day per week regardless of actual days and hours of occupancy. If Partner maintains less than 1 FTE in the AJC, it shall coordinate with the One-Stop Operator, in accordance with operational protocol, to establish an occupancy schedule.
11. The cost allocation plan and Partner contributions are detailed in Attachment B.
12. Under the terms of the agreed upon allocation methods, the Partner will be invoiced in arrears for allocable contributions based on actual costs. Invoices outlining costs will be generated within 60 days of the close of each calendar quarter.
13. Payment of Partner contribution will be submitted within 45 days of the receipt of each quarterly invoice.
14. The Infrastructure Funding Agreement (IFA) will be effective throughout the duration of the MOU.
15. No later than May 15th of each year, the Budget and allocation base will be reviewed and projected Partner contributions for the subsequent Federal Performance Period will be distributed.
16. This Agreement does not provide Partner with:
 - a. Access to the CWP computer network or shared drives
 - b. Office supplies beyond reasonable use of the copier and fax machines
 - c. Postage or use of postage meter
 - d. Help desk support beyond ensuring that AJC equipment is functioning
 - e. Online Learning Center usage for Partner-facilitated training or workshops
 - f. Excessive and/or unreasonable utilization of the included shared AJC resources
17. Partners with a physical presence in the AJC will provide a Certificate of Insurance listing Capital Workforce Partners, One Union Place, Hartford, CT 06103 as an Additional Insured and Certificate Holder, prior to occupancy in the AJC.
18. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution. If issues remain unresolved, such issues shall be referred to the Office of Workforce Competitiveness for assistance.
19. The parties agree to comply with general requirements, terms, and conditions as established by the State of Connecticut and attached herewith.

a. State of Connecticut General Requirements, Terms and Conditions

1. As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center’s planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.
2. The MOU and IFA will be reviewed minimally every three years to ensure appropriate funding and delivery of services. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.
3. Monitoring: The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority

4. to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - i. Those laws, regulations, and policies are enforced properly,
 - ii. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - iii. Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - iv. Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
 - v. All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

5. Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.
6. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, or a Partner is unwilling to agree to a provision or modification, the process outlined in the Dispute Resolution section is to be followed.

7. Additional obligations of the Parties:

All Parties to this agreement shall comply with:

- i. Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- ii. Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- iii. Section 504 of the Rehabilitation Act of 1973, as amended,
- iv. The Americans with Disabilities Act of 1990 (Public Law 101-336),
- v. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- vi. Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,

- vii. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- viii. Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- ix. The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603),
- x. All amendments to each;
- xi. All requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Capital Workforce Partners IFA Budget Summary						
July 1, 2023 - June 30, 2024						
Budget Summary						
<u>AJC Location</u>	<u>Infrastructure Costs</u>	<u>Cost per Sq. Ft.</u>				
Hartford (CWP space/budget)	505,906	48.72				
New Britain	340,383	42.55				
Manchester	168,530	33.71				
Enfield	111,827	32.70				
East Hartford	86,801	32.88				
Bristol	66,671	23.81				
Total	1,280,118	39.70				
Partner Occupancy in sq. ft.						
<u>AJC Location</u>	<u>Total Sq. Ft.</u>	<u>CWP</u>	<u>BRS</u>	<u>BESB</u>	<u>SDE</u>	
Hartford (CWP space)	10,384	10,056	87	87	154	
New Britain	8,000	5,635	2,087	-	278	
Manchester	5,000	5,000	-	-	-	
Enfield	3,420	1,997	1,303	-	120	
East Hartford	2,640	1,980	660	-	-	
Bristol	2,800	2,298	502	-	-	
Total	32,244	26,966	4,639	87	552	
Partner Cost Allocation (based on square footage)						
<u>AJC Location</u>	<u>Total Cost</u>	<u>CWP</u>	<u>BRS</u>	<u>BESB</u>	<u>SDE</u>	
Hartford (CWP space)	505,906	489,940	4,239	4,239	7,489	
New Britain	340,383	239,744	88,793	-	11,845	
Manchester	168,530	168,530	-	-	-	
Enfield	111,827	65,298	42,612	-	3,917	
East Hartford	86,801	65,109	21,692	-	-	
Bristol	66,671	54,712	11,959	-	-	
Total	1,280,118	1,083,333	169,295	4,239	23,252	
¹ Note - occupancy at 60 Weston Street is anticipated for the April - June quarter.						

MEMORANDUM OF UNDERSTANDING
BETWEEN
Capital Workforce Partners
AND
Connecticut Department of Aging and Disability Services

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

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

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

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

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the operation of the One-Stop/AJC service delivery system in the State of Connecticut. Each Party is committed to promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for both job seekers and employers.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.

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

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following: **Capital Workforce Partners** (herein referred to as "CWP"), and a consortium of lead Chief Elected Officials (CEOs), and the Connecticut Department of Aging and Disability Services (ADS) (herein referred to as "ADS" or "the Partner"), 55 Farmington Avenue, Hartford, CT 06105 (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; and WIOA Title I – Amendments to the Rehabilitation Act of 1973.

III. Duration of Agreement

This MOU is effective for the period July 1, 2022, through June 30, 2025. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period.

IV. Coordination of Service Delivery Activities

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

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

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

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

The programs for which the Parties are responsible, and their respective roles, are outlined in Appendix 1 of this MOU.

Referral Arrangements

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

1. Each Party will have information and receive training about the services of all partner agencies within the One-Stop/AJC;
2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;
3. Customers accessing services through the One-Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process including promoting inclusiveness for people with disabilities; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level and ensure that it includes access to services for individuals with disabilities, including youth with disabilities.

V. Equal Opportunity and Access to Services

The One Stop/AJC system provides equal access to all job-seekers. The Parties agree: a. The partners in the One Stop/AJC system are committed to, and will promote, nondiscrimination, equal opportunity and equal access to services; b. The Parties will implement grievance procedures to ensure enforcement of nondiscrimination and equal opportunity provisions within the One Stop/AJC system. c. One Stop/AJC system services, including materials, technology and facilities, will be accessible to individuals with barriers to employment, including individuals with disabilities; d. Individuals with barriers to employment will be given priority for individualized services in accordance with WIOA Section 121(c)(2)(A)(iv); e. The Parties commit to comply with the Americans with Disabilities Act of 1990, as amended; and f. The Parties commit to promoting capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities.

VI. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology

The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by ADS staff consistent with each program’s Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU and the budget is incorporated as Attachment B. The IFA will be reviewed and negotiated annually based on proportionate share of use and one-stop infrastructure and operating budget.

The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120	X	New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	X
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	X
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118	X	Bristol American Job Center 430 North Main Street, Bristol, CT 06010	X
No physical presence at an American Job Center			

VII. Confidentiality of Information

To safeguard information, the Parties agree:

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

VIII. Severability

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

IX. Modification/Termination

This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties.

Except as otherwise provided in the attached General Terms and Conditions, either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

X. Signatures


For the CT Department of Aging and Disability Services



Amy Porter, Commissioner

Date 6/29/2022

For the Workforce Development Board:



Alex B. Johnson, President & CEO

Date 6/29/2022



Richard McGeary, Board Chair

Date June 29, 2022



Mayor Erin Stewart, Chief Elected Official

Date 7/11/22

Appendix 1: Partner Programs and Responsibilities

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

I. WIOA Title I Adult, Dislocated Worker and Youth

CWP is responsible for WIOA Title I youth and adult career and training services. Title I is the primary source of federal workforce development funding to prepare low-income adults, youth, and dislocated workers for employment, and to help them continue to build skills once they are employed.

II. TANF / JFES Services

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards (s). In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

III. PARTNER PROGRAM(S)

The Department of Aging and Disability Services (ADS) provides a wide range of services to individuals with disabilities and older adults who need assistance in maintaining or achieving their full potential for self-direction, self-reliance and independent living. The primary customers of the agency are individuals with disabilities, older adults, and in our employment-based programs we also have businesses/employers as a dual customer.

The Bureau of Rehabilitation Services (BRS) is housed within ADS. BRS strives to create opportunities that enable individuals with significant disabilities to work competitively and live independently. Staff works to provide individualized services, develop effective partnerships, and share sufficient information so that consumers and their families may make informed choices about the rehabilitation process and employment options.

The Connecticut Vocational Rehabilitation (VR) program can help individuals with disabilities to prepare for, find and keep a job.

BRS offers individualized services for persons with disabilities who are eligible for VR and provide supports in planning for and achieving their job goals.

One-Stop Infrastructure Funding Agreement
CT Department of Aging & Disability Services

Whereas the parties have entered into this Memorandum of Agreement to provide services as partners in the One-Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 ("Hartford AJC").
- 260 Lafayette Street, New Britain, CT ("New Britain AJC")
- 893 Main Street, Manchester, CT ("Manchester AJC")
- 170 Elm Street, Enfield, CT ("Enfield AJC")
- 430 North Main Street, Bristol, CT ("Bristol AJC")
- 417 Main Street, East Hartford, CT ("East Hartford AJC")
- No physical presence in an AJC

NOW, THEREFORE, in consideration of the mutual covenants contained herein, receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The term of this agreement shall be July 1, 2022 – June 30, 2025
2. The Partner's contribution is based on the physical presence of its FTEs in the AJC(s).
3. Partner staff will be provided a workstation that includes:
 - a. A standard workstation – cubicle and chair
 - b. A telephone, with an identification code to authorize and track long distance usage
 - c. A computer with internet connection
4. Partner staff will have reasonable access to shared AJC resources:
 - a. Staff and guest Wi-Fi
 - b. Fax machine, copier, printer, and related supplies
 - c. Assistance with customer reception from front-desk staff
 - d. Training rooms, reserved in accordance with operational protocol, coordinated with the One-Stop Operator
 - e. No-cost parking
5. Partner staff with a full-time presence, five days per week, may request installation of a locking, two-drawer file cabinet in a dedicated workstation, to be provided at additional cost.
6. Partner occupancy will be limited to regular business hours; Partner staff will not have keys and will not be responsible for opening or closing the AJC.
7. Partner will limit its usage of the AJC and resources to services and activities directly related to the AJC Partner program(s) identified in the MOU. CWP or its One-Stop Operator may request that Partner provide justification demonstrating reasonableness of use or direct benefit to the identified Partner program.
8. Partner will ensure that its staff will follow all applicable confidentiality requirements,

including protection of Personally Identifiable Information (PII), related to information viewed or accessed in the AJC.

9. The financial consideration is based upon the One-Stop Infrastructure and Operating Budget as detailed in Attachment B.
10. The minimum contribution for each Partner with a physical presence in the AJC is 1 day per week / .2 FTE, regardless of actual days and hours of occupancy. If Partner maintains less than 1 FTE in the AJC, it shall coordinate with the One-Stop Operator, in accordance with operational protocol, to establish an occupancy schedule.
11. The cost allocation plan and Partner contributions are detailed in Attachment B.
12. Under the terms of the agreed upon allocation methods, the Partner will be invoiced in arrears for allocable contributions based on actual costs. Invoices outlining costs will be generated within 60 days of the close of each calendar quarter.
13. Payment of Partner contribution will be submitted within 45 days of the receipt of each quarterly invoice.
14. The Infrastructure Funding Agreement (IFA) will be effective throughout the duration of the MOU.
15. No later than May 15th of each year, the Budget and allocation base will be reviewed and projected Partner contributions for the subsequent Federal Performance Period will be distributed.
16. This Agreement does not provide Partner with:
 - a. Access to the CWP computer network or shared drives
 - b. Office supplies beyond reasonable use of the copier and fax machines
 - c. Postage or use of postage meter
 - d. Help desk support beyond ensuring that AJC equipment is functioning
 - e. Online Learning Center usage for Partner-facilitated training or workshops
 - f. Excessive and/or unreasonable utilization of the included shared AJC resources
17. Partners with a physical presence in the AJC will provide a Certificate of Insurance listing Capital Workforce Partners, One Union Place, Hartford, CT 06103 as an Additional Insured and Certificate Holder, prior to occupancy in the AJC.
18. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution. If issues remain unresolved, such issues shall be referred to the Office of Workforce Competitiveness for assistance.
19. The parties agree to comply with general requirements, terms, and conditions as established by the State of Connecticut and attached herewith.

State of Connecticut General Requirements, Terms and Conditions

1. As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-

related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.

2. The MOU and IFA will be reviewed minimally every three years to ensure appropriate funding and delivery of services. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.
3. **Monitoring:** The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - Those laws, regulations, and policies are enforced properly,
 - Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
 - All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

4. Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.
5. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into

an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, or a Partner is unwilling to agree to a provision or modification, the process outlined in the Dispute Resolution section is to be followed.

6. Additional obligations of the Parties:

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603),
- All amendments to each;
- All requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Attachment B

Budget¹ and Cost Allocation

¹ Budget estimated based on FY22 costs.

Attachment B.2 Cost Allocation and Partner Contribution Worksheet

Partner: State Department of Aging and Disability Services

Hartford

ADS Partner Program	BRS Cubicle	BESB Cubicle	SUA N/A	Calculation Method
A. Estimated Total Infrastructure Facilities Costs	\$191,000.00	\$191,000.00	\$191,000.00	Provided by WDB - Attachment B.1 Actuals Provided Quarterly
B. Estimated Total Square Footage of Facility	9,520	9,520	9,520	Provided by WDB - Attachment B.1
C. Estimated Total Cost Per Day	\$ 734.62	\$ 734.62	\$ 734.62	A. Estimated Total Infrastructure Facilities Costs/Number of Days Facility Was Open (248)
D. Estimated Per Day Per Square Foot	\$ 0.0772	\$ 0.0772	\$ 0.0772	C. Estimated Total Cost Per Day/B. Estimated Total Square Footage of Facility
E. Number of Hours the Facility is Open to Public Per Day:	8.0	8.0	8.0	Provided by WDB - Attachment B.1
F. Estimated Per Hour Per Square Foot	\$ 0.0096	\$ 0.0096	\$ 0.0096	D. Estimated Per Day Per Square Foot/E. Number of Hours the Facility is Open to Public Per Day
G. ADS Space Used (In Square Feet)	133	133	0	Provided by WDB - Attachment B.1
H. Estimated ADS Space Per Hour	\$ 1.28	\$ 1.28	\$ -	G. ADS Space Used (In Square Feet) x F. Estimated Per Hour Per Square Foot
I. Estimated ADS Weekly Hours	4	4	0	Provided by WDB - Attachment B.1
J. Estimated ADS Annual Hours	208	208	0	I. Estimated ADS Weekly Hours x 52 weeks
K. Estimated ADS Annual Cost	\$ 266.84	\$ 266.84	\$ -	H. Estimated ADS Space Per Hour x J. Estimated Annual Hours
L. Estimated ADS Quarterly Cost	\$ 66.71	\$ 66.71	\$ -	K. Estimated Annual Cost/4

Attachment B.2 Cost Allocation and Partner Contribution Worksheet

Partner: State Department of Aging and Disability Services

		Enfield		
ADS Partner Program	BRS Office	BESB N/A	SUA N/A	Calculation Method
A. Estimated Total Infrastructure Facilities Costs	\$110,257.00			Provided by WDB - Attachment B.1 Actuals Provided Quarterly
B. Estimated Total Square Footage of Facility	3,420			Provided by WDB - Attachment B.1
C. Estimated Total Cost Per Day	\$ 424.07			A. Estimated Total Infrastructure Facilities Costs/Number of Days Facility Was Open (248)
D. Estimated Per Day Per Square Foot	\$ 0.1240			C. Estimated Total Cost Per Day/B. Estimated Total Square Footage of Facility
E. Number of Hours the Facility is Open to Public Per Day:	8.0			Provided by WDB - Attachment B.1
F. Estimated Per Hour Per Square Foot	\$ 0.0155			D. Estimated Per Day Per Square Foot/E. Number of Hours the Facility is Open to Public Per Day
G. ADS Space Used (In Square Feet)	1321			Provided by WDB - Attachment B.1
H. Estimated ADS Space Per Hour	\$ 20.47			G. ADS Space Used (In Square Feet) x F. Estimated Per Hour Per Square Foot
I. Estimated ADS Weekly Hours	40			Provided by WDB - Attachment B.1
J. Estimated ADS Annual Hours	2080			I. Estimated ADS Weekly Hours x 52 weeks
Estimated ADS Annual Cost	\$ 42,587.57	\$ -	\$ -	H. Estimated ADS Space Per Hour x J. Estimated Annual Hours
L. Estimated ADS Quarterly Cost	\$ 10,646.89	\$ -	\$ -	K. Estimated Annual Cost/4

Attachment B.2 Cost Allocation and Partner Contribution Worksheet

Partner: State Department of Aging and Disability Services

ADS Partner Program		BRS	BESB	SUA	Calculation Method
		Office	N/A	Cubicle	
A. Estimated Total Infrastructure Facilities Costs		\$62,048.00			Provided by WDB - Attachment B.1 Actuals Provided Quarterly
B. Estimated Total Square Footage of Facility		2,800			Provided by WDB - Attachment B.1
C. Estimated Total Cost Per Day		\$ 238.65			A. Estimated Total Infrastructure Facilities Costs/Number of Days Facility Was Open (248)
D. Estimated Per Day Per Square Foot		\$ 0.0852			C. Estimated Total Cost Per Day/B. Estimated Total Square Footage of Facility
E. Number of Hours the Facility is Open to Public Per Day:		8.0			Provided by WDB - Attachment B.1
F. Estimated Per Hour Per Square Foot		\$ 0.0107			D. Estimated Per Day Per Square Foot/E. Number of Hours the Facility is Open to Public Per Day
G. ADS Space Used (In Square Feet)		593			Provided by WDB - Attachment B.1
H. Estimated ADS Space Per Hour		\$ 6.32			G. ADS Space Used (In Square Feet) x F. Estimated Per Hour Per Square Foot
I. Estimated ADS Weekly Hours		40			Provided by WDB - Attachment B.1
J. Estimated ADS Annual Hours		2080			I. Estimated ADS Weekly Hours x 52 weeks
K. Estimated ADS Annual Cost		\$ 13,140.88	\$ -	\$ -	H. Estimated ADS Space Per Hour x J. Estimated Annual Hours
L. Estimated ADS Quarterly Cost		\$ 3,285.22	\$ -	\$ -	K. Estimated Annual Cost/4

Bristol

Attachment B.2 Cost Allocation and Partner Contribution Worksheet

Partner: State Department of Aging and Disability Services

New Britain				
ADS Partner Program	BRS Office	BESB N/A	SUA Cubicle	Calculation Method
A. Estimated Total Infrastructure Facilities Costs	\$320,363.00			Provided by WDB - Attachment B.1 Actuals Provided Quarterly
B. Estimated Total Square Footage of Facility	8,000			Provided by WDB - Attachment B.1
C. Estimated Total Cost Per Day	\$ 1,232.17			A. Estimated Total Infrastructure Facilities Costs/Number of Days Facility Was Open (248)
D. Estimated Per Day Per Square Foot	\$ 0.1540			C. Estimated Total Cost Per Day/B. Estimated Total Square Footage of Facility
E. Number of Hours the Facility is Open to Public Per Day:	8.0			Provided by WDB - Attachment B.1
F. Estimated Per Hour Per Square Foot	\$ 0.0193			D. Estimated Per Day Per Square Foot/E. Number of Hours the Facility is Open to Public Per Day
G. ADS Space Used (in Square Feet)	2205			Provided by WDB - Attachment B.1
H. Estimated ADS Space Per Hour	\$ 42.45			G. ADS Space Used (in Square Feet) x F. Estimated Per Hour Per Square Foot
I. Estimated ADS Weekly Hours	40			Provided by WDB - Attachment B.1
J. Estimated ADS Annual Hours	2080			I. Estimated ADS Weekly Hours x 52 weeks
K. Estimated ADS Annual Cost	\$ 88,300.05	\$ -	\$ -	H. Estimated ADS Space Per Hour x J. Estimated Annual Hours
L. Estimated ADS Quarterly Cost	\$ 22,075.01	\$ -	\$ -	K. Estimated Annual Cost/4

**MEMORANDUM OF UNDERSTANDING
BETWEEN
Capital Workforce Partners
AND
Hartford Job Corps Center**

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

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

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

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

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the operation of the One Stop/AJC service delivery system in the State of Connecticut. Each Party is committed to promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for both job seekers and employers.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.

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

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following: **Capital Workforce Partners** (herein referred to as "CWP"), and a consortium of lead Chief Elected Officials (CEOs), **Hartford Job Corps Center** (herein referred to as "**HJCC**" or "the Partner"), 100 William Shorty Campbell Street, Hartford, CT (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; Job Corps.

III. Duration of Agreement

This MOU is effective for the period July 1, 2022 through June 30, 2025. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period.

IV. Coordination of Service Delivery Activities

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

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

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

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

The programs for which the Parties are responsible, and their respective roles, are outlined in Appendix 1 of this MOU.

Referral Arrangements

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

1. Each Party will have information and receive training about the services of all partner agencies within the One Stop/AJC and the Job Corps program;
2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;

3. Customers accessing services through the One Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.

V. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology

The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by HJCC staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU and the budget is incorporated as Attachment B. The IFA will be reviewed and negotiated annually based on proportionate share of use and One Stop infrastructure and operating budget.

The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120		New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	
No physical presence at an American Job Center			X

VI. Confidentiality of Information

To safeguard information, the Parties agree:

1. Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.

Appendix 1: Partner Programs and Responsibilities

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

I. WIOA Title I Adult, Dislocated Worker and Youth

CWP is responsible for WIOA Title I youth and adult career and training services. Title I is the primary source of federal workforce development funding to prepare low-income adults, youth, and dislocated workers for employment, and to help them continue to build skills once they are employed.

II. TANF / JFES Services

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards (s). In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

III. PARTNER PROGRAM(S)

Hartford Job Corps Center

The Hartford Job Corps Center is a federally funded program that offers tuition-free training and education programs that connect eligible young men and women, low-income youth and adults between the ages of 16 through 24, with the skills and educational opportunities they need to establish real careers. In addition to education and training, HJCC provides youth with the resources to be successful throughout all facets of their life to include independent living and on campus residential living, personal management, workforce development, driver's education, college preparation, job placement and entry into higher education and/or the military.

One Stop Infrastructure Funding Agreement

Hartford Job Corps Center

Whereas the parties have entered into this Memorandum of Agreement to provide services as partners in the One Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 ("Hartford AJC").
- 260 Lafayette Street, New Britain, CT ("New Britain AJC")
- 893 Main Street, Manchester, CT ("Manchester AJC")
- 170 Elm Street, Enfield, CT ("Enfield AJC")
- 430 North Main Street, Bristol, CT ("Bristol AJC")
- 417 Main Street, East Hartford, CT ("East Hartford AJC")
- No physical presence in an AJC

Whereas HJCC occupies no space at any AJC in the North Central Region, and whereas the infrastructure costs are allocated based on square footage occupancy, the terms of the Infrastructure Funding Agreement will not apply unless and until HJCC locates staff or programs in an AJC. The MOU and IFA will be modified if HJCC locates staff or programs at an AJC in the future.

State of Connecticut General Requirements, Terms and Conditions

1. As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the One Stop center, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.
2. The MOU and IFA will be reviewed minimally every three years to ensure appropriate funding and delivery of services. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.
3. Monitoring: The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and

State policies,

- Those laws, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
- All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

4. Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.
5. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, or a Partner is unwilling to agree to a provision or modification, the process outlined in the Dispute Resolution section is to be followed.

6. Additional obligations of the Parties:

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service

- in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
 - The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
 - Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
 - The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603),
 - All amendments to each;
 - All requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Attachment B – BUDGET ESTIMATE FOR REFERENCE

Capital Workforce Partners IFA Budget Summary											
2022 - 2023 - Projected based on FY22 costs for all locations; actual costs will be reconciled quarterly											
Budget Summary											
AJC Location	Infrastructure Costs	Cost per Sq. Ft.									
Hartford (CWP space)	191,000	20.06									
New Britain	320,363	40.05									
Manchester	163,302	32.66									
Enfield	110,257	32.24									
East Hartford	79,820	30.23									
Bristol	62,048	22.16									
Total	926,790	29.53									
Partner FTE	Total	CWP	DOL ¹	ADS ²	SDE ³	CRI ²	TWP ²	HJCC RI Council	NEWFC	CRT-YB	
Hartford (CWP space)	32.2	32.0	-	0.2	-	-	-	-	-	-	
New Britain	18.0	15.0	-	3.0	-	-	-	-	-	-	
Manchester	8.8	8.8	-	-	-	-	-	-	-	-	
Enfield	7.0	4.0	-	3.0	-	-	-	-	-	-	
East Hartford	6.5	5.5	-	1.0	-	-	-	-	-	-	
Bristol	2.3	1.3	-	1.0	-	-	-	-	-	-	
Total	74.7	66.5	-	8.2	-	-	-	-	-	-	
Partner Occupancy in sq. ft.											
AJC Location	Total Sq. Ft.	CWP	DOL ¹	ADS ²	SDE ³	CRI ²	TWP ²	HJCC RI Council	NEWFC	CRT-YB	
Hartford (CWP space)	9,520	9,467	0	53	0	0	0	0	0	0	
New Britain	8,000	5,745	0	2,205	49	0	0	0	0	0	
Manchester	5,000	5,000	0	0	0	0	0	0	0	0	
Enfield	3,420	2,099	0	1,321	0	0	0	0	0	0	
East Hartford	2,640	2,334	0	306	0	0	0	0	0	0	
Bristol	2,800	2,207	0	593	0	0	0	0	0	0	
Total	31,380	26,852	0	4,479	49	0	0	0	0	0	

**MEMORANDUM OF UNDERSTANDING
BETWEEN
Capital Workforce Partners
AND
New England Farm Workers Council (NEFWC)**

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

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

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

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

I. Purpose of MOU

The purpose of this MOU is to articulate the roles and responsibilities of each Party in the operation of the One Stop/AJC service delivery system in the State of Connecticut. Each Party is committed to promoting a seamless operation, enhancing access to program services and the long-term employment outcomes for both job seekers and employers.

This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.

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

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following: **Capital Workforce Partners** (herein referred to as "CWP"), and a consortium of lead Chief Elected Officials (CEOs), and **New England Farm Workers Council** (herein referred to as "NEFWC" or "the Partner"), 56 Arbor Street, Hartford, CT (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Youth, Dislocated Worker; Jobs First Employment Services; and Migrant Seasonal Farm Workers Programs.

III. Duration of Agreement

This MOU is effective for the period July 1, 2022 through June 30, 2025. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period.

IV. Coordination of Service Delivery Activities

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

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

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

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

The programs for which the Parties are responsible, and their respective roles, are outlined in Appendix 1 of this MOU.

Referral Arrangements

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

1. Each Party will have information and receive training about the services of all partner agencies within the One Stop/AJC;
2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;

3. Customers accessing services through the One Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.

V. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology

The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by NEFWC staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU and the budget is incorporated as Attachment B. The IFA will be reviewed and negotiated annually based on proportionate share of use and One Stop infrastructure and operating budget.

The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120		New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	
No physical presence at an American Job Center			X

VI. Confidentiality of Information

To safeguard information, the Parties agree:

1. Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.

2. Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.

VII. Severability

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

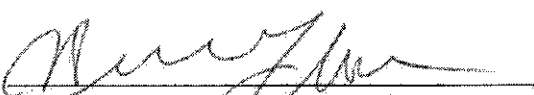
VIII. Modification/Termination

This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties.

Except as otherwise provided in the attached General Terms and Conditions, either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

IX. Signatures

For the New England Farm Workers Council



Heriberto Flores, Chairman/President

5/27/2022
Date

For the Workforce Development Board:



Alex B. Johnson, President & CEO

6-21-2022
Date



Richard McGeary, Board Chair

June 21, 2022
Date



Mayor Erin Stewart, Chief Elected Official

6/21/22
Date

Appendix 1: Partner Programs and Responsibilities

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

I. WIOA Title I Adult, Dislocated Worker and Youth

CWP is responsible for WIOA Title I youth and adult career and training services. Title I is the primary source of federal workforce development funding to prepare low-income adults, youth, and dislocated workers for employment, and to help them continue to build skills once they are employed.

II. TANF / JFES Services

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards (s). In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

III. PARTNER PROGRAM(S)

The farmworker program (NFJP) assists migrant and seasonal farmworkers (MSFW) and their families attain better economic stability. This program is administered by New England Farm Workers Council in CT, RI, MA, and NH in conjunction with DOL Section 167 of the Workforce Innovation and Opportunity Act (WIOA) to help farmworkers and their dependence to acquire skills that they need to obtain, retain and advance in agricultural jobs or start new careers.

The Farmworker Program serves eligible MSFWs, who are low-income and primarily employed in agricultural or fish farming labor, and their dependents.

Types of Services provided by The New England Farm Workers' Council are as follows:

- Career Services include skills assessment, labor market information, job search assistance, career planning developed through a customer-centered design, career counseling, individual and group counseling, internships, work experiences, and financial literacy.
- Training Services include occupational skills and job training, including on-the-job training and skills upgrading opportunities, that prepare participants to work in in-demand industries, meet local employers' hiring needs, and provide participants with an industry-recognized credential.
- Youth Services include tutoring, solutions to increase graduation rates, occupational skills training, services to help further education, leadership development opportunities, mentoring, comprehensive guidance and counseling, financial literacy training, and entrepreneurial skills training.
- Related Assistance Services include short-term direct assistance designed to assist eligible MSFWs to retain or stabilize their agricultural employment.

One Stop Infrastructure Funding Agreement
New England Farm Workers Council

Whereas the parties have entered into this Memorandum of Agreement to provide services as partners in the One Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 ("Hartford AJC").
- 260 Lafayette Street, New Britain, CT ("New Britain AJC")
- 893 Main Street, Manchester, CT ("Manchester AJC")
- 170 Elm Street, Enfield, CT ("Enfield AJC")
- 430 North Main Street, Bristol, CT ("Bristol AJC")
- 417 Main Street, East Hartford, CT ("East Hartford AJC")
- No physical presence in an AJC

Whereas NEFWC occupies no space at any AJC in the North Central Region, and whereas the infrastructure costs are allocated based on square footage occupancy, the terms of the Infrastructure Funding Agreement will not apply unless and until NEFWC locates staff or programs in an AJC. The MOU and IFA will be modified if NEFWC locates staff or programs at an AJC in the future.

State of Connecticut General Requirements, Terms and Conditions

1. As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the One Stop center, including technology used for the center’s planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.
2. The MOU and IFA will be reviewed minimally every three years to ensure appropriate funding and delivery of services. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.
3. Monitoring: The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - Those laws, regulations, and policies are enforced properly,
 - Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - Outcomes are assessed and analyzed periodically to ensure

Attachment A

that performance goals are met,

- Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
- All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

4. Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.
5. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

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6. Additional obligations of the Parties:

All Parties to this agreement shall comply with:

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- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance

Attachment A

- related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603),
- All amendments to each;
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The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Attachment B

Capital Workforce Partners IFA Budget Summary
 2022 - 2023 - Projected based on FY22 costs for all locations; actual costs will be reconciled quarterly

Budget Summary

AIC Location	Infrastructure Costs	Cost per Sq. Ft.
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Hartford (CWP space)	32.2	32.0	-	0.2	-	-	-	-	-	-
New Britain	18.0	15.0	-	3.0	-	-	-	-	-	-
Manchester	8.8	8.8	-	-	-	-	-	-	-	-
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East Hartford	6.5	5.5	-	1.0	-	-	-	-	-	-
Bristol	2.3	1.3	-	1.0	-	-	-	-	-	-
Total	74.7	66.5	-	8.2	-	-	-	-	-	-

Partner Occupancy in sq. ft.

AIC Location	Total Sq. Ft.	CWP ¹	DOL ¹	AOS ²	SDE ³	CRI ²	TWP ²	HJCC RI Council	NEWFC	CAT-YB
Hartford (CWP space)	9,520	9,467	0	53	0	0	0	0	0	0
New Britain	8,000	5,745	0	2,205	49	0	0	0	0	0
Manchester	5,000	5,000	0	0	0	0	0	0	0	0
Enfield	3,420	2,099	0	1,321	0	0	0	0	0	0
East Hartford	2,640	2,334	0	306	0	0	0	0	0	0
Bristol	2,800	2,207	0	593	0	0	0	0	0	0
Total	31,380	26,852	0	4,479	49	0	0	0	0	0

MEMORANDUM OF UNDERSTANDING
BETWEEN
Capital Workforce Partners
AND
The WorkPlace

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

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

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

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

I. Purpose of MOU

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This MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, in support of a responsive delivery system that meets Connecticut's workforce development needs and the employment and training needs of all working-aged youth and adults in the state.

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

II. Parties to the MOU

This Memorandum of Understanding (MOU) is between the following: **Capital Workforce Partners** (herein referred to as "CWP"), and a consortium of lead Chief Elected Officials (CEOs), and **The WorkPlace** (herein referred to as "the Partner"), 350 Fairfield Avenue, Bridgeport, CT (herein referred to as "the Parties").

The parties to this MOU represent the following programs: WIOA Title I - Adult, Dislocated Worker; Title V, Older Americans Act.

III. Duration of Agreement

This MOU is effective for the period July 1, 2022 through June 30, 2025. Pursuant to the aforementioned legislation, the MOU shall be reviewed not less than once every 3-year period.

IV. Coordination of Service Delivery Activities

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

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

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

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

The programs for which the Parties are responsible, and their respective roles, are outlined in Appendix 1 of this MOU.

Referral Arrangements

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

1. Each Party will have information and receive training about the services of all partner agencies within the One Stop/AJC;
2. Each Party will develop materials summarizing their programs and services, including any basic eligibility and participation requirements, and will make the materials available to partners and customers;

3. Customers accessing services through the One Stop/AJC will receive assistance in determining which of the partner agencies may have services the customer needs;
4. When one of the partner agencies learns that a customer could benefit from the services of another of the partner agencies, that agency will provide to the customer a referral to the other agency;
5. The Parties will ensure that staff makes appropriate referrals depending on each customer's individual needs, eligibility requirements, and other support services. Referrals will be made to partners/outside agencies based on intake and assessment and a determination of appropriateness. The parties commit to robust and ongoing communication required for an effective referral process;
6. The Parties will regularly evaluate ways to improve the referral process; and
7. The Parties will actively follow up on the results of referrals to ensure that partner resources are being leveraged at an optimal level.

V. Infrastructure Funding Agreement Cost Allocation and Resource Sharing Methodology

The Parties have negotiated a cost sharing agreement, the Infrastructure Funding Agreement (IFA), based on the proportionate share of use by The WorkPlace and/or its contracted provider staff consistent with each program's Federal authorizing statute(s) and agreements and other applicable legal requirements, including Federal cost principles that require costs that are allowable, reasonable, necessary and allocable as outlined in TEGL 17-16, and any other federal guidance pertaining to cost allocation and resource sharing. The IFA is incorporated as Attachment A to this MOU and the budget is incorporated as Attachment B. The IFA will be reviewed and negotiated annually based on proportionate share of use and One Stop infrastructure and operating budget.

The Parties hereby outline their agreement to share infrastructure costs for space located at:

Hartford American Job Center 3580 Main Street, Hartford, CT 06120		New Britain American Job Center 260 Lafayette Street, New Britain, CT 06053	
Manchester American Job Center 893 Main Street, Manchester, CT 06040		Enfield American Job Center 170 Elm Street, Enfield, CT 06082	
East Hartford American Job Center 417 Main Street, East Hartford, CT 06118		Bristol American Job Center 430 North Main Street, Bristol, CT 06010	
No physical presence at a North Central American Job Center			X

VI. Confidentiality of Information

To safeguard information, the Parties agree:

1. Their employees and agents are required to follow all applicable laws, regulations, policies and separate data sharing agreements, if applicable, as they apply to confidentiality of information with respect to any use or disclosure of program and/or customer specific information.

2. Access to program/customer specific information is restricted only to authorized personnel and to agents of the parties, with prior authorization of the data owner.

VII. Severability

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

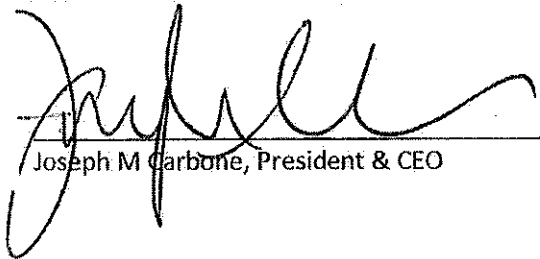
VIII. Modification/Termination

This MOU and addendums, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the Parties through a written amendment signed and dated by the Parties.

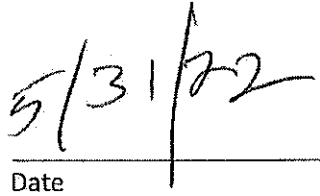
Except as otherwise provided in the attached General Terms and Conditions, either party to this MOU may terminate participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

IX. Signatures

For The WorkPlace:

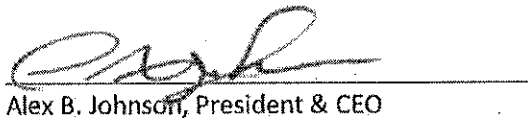


Joseph M. Carbone, President & CEO



Date

For the Workforce Development Board:



Alex B. Johnson, President & CEO

6-21-2022

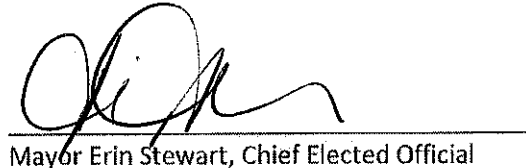
Date



Richard McGeary, Board Chair

June 21, 2022

Date



Mayor Erin Stewart, Chief Elected Official

6/21/22

Date

Appendix 1: Partner Programs and Responsibilities

The following sections outline partner-specific roles and requirements as provided under state and federal law.

Capital Workforce Partners Programs

I. WIOA Title I Adult, Dislocated Worker and Youth

CWP is responsible for WIOA Title I youth and adult career and training services. Title I is the primary source of federal workforce development funding to prepare low-income adults, youth, and dislocated workers for employment, and to help them continue to build skills once they are employed.

II. TANF / JFES Services

The Jobs First Employment Services (JFES) program provides employment services to time-limited recipients of Temporary Family Assistance (TFA), Connecticut's TANF-funded cash assistance program for needy families. The JFES program is administered by CT DOL in partnership with the Department of Social Services (DSS) and the five regional Workforce Development Boards (s). In the North Central Region, CWP is responsible for coordinating the provision of JFES services. TFA applicants are referred to the JFES program by their DSS caseworker. Attendance at a JFES intake session and continued participation in JFES are required in order to receive TFA. CWP's requirements related to the provision of JFES services are provided in a separate contract with CTDOL.

III. PARTNER PROGRAM(S)

The WorkPlace

The Senior Community Service Employment Program (SCSEP) is a community service and work-based job training program for older Americans. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors. Participants also have access to employment assistance through American Job Centers. The WorkPlace's MaturityWorks program is funded under US DOL's SCSEP program.

MaturityWorks will promote system integration to the maximum extent feasible through:

- Effective communication, joint planning, policy development and system design processes;
- Commitment to the joint mission, vision, goals, strategies and performance measures;
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
- Participation in regularly scheduled meetings with Philadelphia Works to exchange information in support of the above and encourage program and staff integration.

One Stop Infrastructure Funding Agreement
The Workplace

Whereas the parties have entered into this Memorandum of Agreement to provide services as partners in the One Stop American Job Center system, the parties hereby agree to share infrastructure costs for space located at the location(s) listed below:

- 3580 Main Street, Hartford, CT 06103 ("Hartford AJC").
- 260 Lafayette Street, New Britain, CT ("New Britain AJC")
- 893 Main Street, Manchester, CT ("Manchester AJC")
- 170 Elm Street, Enfield, CT ("Enfield AJC")
- 430 North Main Street, Bristol, CT ("Bristol AJC")
- 417 Main Street, East Hartford, CT ("East Hartford AJC")
- No physical presence in an AJC

NOW, THEREFORE, in consideration of the mutual covenants contained herein, receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The term of this agreement shall be July 1, 2022 – June 30, 2025
2. The Partner's contribution is based on the physical presence of its FTEs in the AJC(s).
3. Partner staff will be provided a workstation that includes:
 - a. A standard workstation – cubicle and chair
 - b. A telephone, with an identification code to authorize and track long distance usage
 - c. A computer with internet connection
4. Partner staff will have reasonable access to shared AJC resources:
 - a. Staff and guest WiFi
 - b. Fax machine, copier, printer, and related supplies
 - c. Assistance with customer reception from front-desk staff
 - d. Training rooms, reserved in accordance with operational protocol, coordinated with the One Stop Operator
 - e. No-cost parking
5. Partner staff with a full-time presence, five days per week, may request installation of a locking, two-drawer file cabinet in a dedicated workstation, to be provided at additional cost.
6. Partner occupancy will be limited to regular business hours; Partner staff will not have keys and will not be responsible for opening or closing the AJC.
7. Partner will limit its usage of the AJC and resources to services and activities directly related to the AJC Partner program(s) identified in the MOU. CWP or its One Stop Operator may request that Partner provide justification demonstrating reasonableness of use or direct benefit to the identified Partner program.
8. Partner will ensure that its staff will follow all applicable confidentiality requirements, including protection of Personally Identifiable Information (PII), related to information viewed or accessed in the AJC.
9. The financial consideration is based upon the One Stop Infrastructure and Operating Budget as detailed in Attachment B.

10. The minimum contribution for each Partner with a physical presence in the AJC is 1 day per week / .2 FTE, regardless of actual days and hours of occupancy. If Partner maintains less than 1 FTE in the AJC, it shall coordinate with the One Stop Operator, in accordance with operational protocol, to establish an occupancy schedule.
11. The cost allocation plan and Partner contributions are detailed in Attachment B.
12. Under the terms of the agreed upon allocation methods, the Partner will be invoiced in arrears for allocable contributions based on actual costs. Invoices outlining costs will be generated within 60 days of the close of each calendar quarter.
13. Payment of Partner contribution will be submitted within 45 days of the receipt of each quarterly invoice.
14. The Infrastructure Funding Agreement (IFA) will be effective throughout the duration of the MOU.
15. No later than May 15th of each year, the Budget and allocation base will be reviewed and projected Partner contributions for the subsequent Federal Performance Period will be distributed.
16. This Agreement does not provide Partner with:
 - a. Access to the CWP computer network or shared drives
 - b. Office supplies beyond reasonable use of the copier and fax machines
 - c. Postage or use of postage meter
 - d. Help desk support beyond ensuring that AJC equipment is functioning
 - e. Online Learning Center usage for Partner-facilitated training or workshops
 - f. Excessive and/or unreasonable utilization of the included shared AJC resources
17. Partners with a physical presence in the AJC will provide a Certificate of Insurance listing Capital Workforce Partners, One Union Place, Hartford, CT 06103 as an Additional Insured and Certificate Holder, prior to occupancy in the AJC.
18. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution. If issues remain unresolved, such issues shall be referred to the Office of Workforce Competitiveness for assistance.
19. The parties agree to comply with general requirements, terms, and conditions as established by the State of Connecticut and attached herewith.

State of Connecticut General Requirements, Terms and Conditions

1. As specified in federal law, the infrastructure costs budget (1) should not include personnel costs, as defined in 2 CFR 200.430 - 200.431 of the Uniform Guidance; and (2) should include costs that support the general operation of the one stop center (WIOA sec. 121(h)(4) and 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)) – e.g. rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the One Stop center, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94.
2. The MOU and IFA will be reviewed minimally every three years to ensure appropriate funding and delivery of services. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU.

Attachment A

3. **Monitoring:** The Parties to this MOU recognize that the local Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - Those laws, regulations, and policies are enforced properly,
 - Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - Appropriate procedures and internal controls are maintained, especially regarding the protection of personally identifiable information (PII), and record retention policies are followed, and
 - All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

4. Per 20 CFR 678.755, there must be a provision on the steps the partners to the MOU used to reach consensus or the assurance that the local area followed the State Funding Mechanism process.
5. The parties to this MOU/IFA recognize that when a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s). Upon notification, Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed. If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Board, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, or a Partner is unwilling to agree to a provision or modification, the process outlined in the Dispute Resolution section is to be followed.

6. **Additional obligations of the Parties:**

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR

Attachment A

- Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
 - Section 504 of the Rehabilitation Act of 1973, as amended,
 - The Americans with Disabilities Act of 1990 (Public Law 101-336),
 - The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
 - Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
 - The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
 - Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
 - The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603),
 - All amendments to each;
 - All requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Attachment B

Capital Workforce Partners IFA Budget Summary
 2022 - 2023 - Projected based on FY22 costs for all locations; actual costs will be reconciled quarterly

Budget Summary		Cost per Sq. Ft.										
AIC Location	Infrastructure Costs											
Hartford (CWP space)	191,000		20.06									
New Britain	320,363		40.05									
Manchester	163,302		32.66									
Enfield	110,257		32.24									
East Hartford	79,820		30.23									
Bristol	62,048		22.16									
Total	926,790		29.53									
Partner FTE	Total	CWP	DOL ¹	ADS ²	SDE ³	CRI ²	TWP ²	HICC	RI Council	NEWFC	CRT-YB	
Hartford (CWP space)	32.2	32.0	-	0.2	-	-	-	-	-	-	-	
New Britain	18.0	15.0	-	3.0	-	-	-	-	-	-	-	
Manchester	8.8	8.8	-	-	-	-	-	-	-	-	-	
Enfield	7.0	4.0	-	3.0	-	-	-	-	-	-	-	
East Hartford	6.5	5.5	-	1.0	-	-	-	-	-	-	-	
Bristol	2.3	1.3	-	1.0	-	-	-	-	-	-	-	
Total	74.7	66.5	-	8.2	-	-	-	-	-	-	-	
Partner Occupancy in sq. ft.	Total Sq. Ft.	CWP	DOL ¹	ADS ²	SDE ³	CRI ²	TWP ²	HICC	RI Council	NEWFC	CRT-YB	
Hartford (CWP space)	9,520	9,467	0	53	0	0	0	0	0	0	0	
New Britain	8,000	5,745	0	2,205	49	0	0	0	0	0	0	
Manchester	5,000	5,000	0	0	0	0	0	0	0	0	0	
Enfield	3,420	2,099	0	1,321	0	0	0	0	0	0	0	
East Hartford	2,640	2,334	0	306	0	0	0	0	0	0	0	
Bristol	2,800	2,207	0	593	0	0	0	0	0	0	0	
Total	31,380	26,852	0	4,479	49	0	0	0	0	0	0	
Partner Cost Allocation (based on square footage)	Total Cost	CWP	DOL ¹	ADS ²	SDE ³	CRI ²	TWP ²	HICC	RI Council	NEWFC	CRT-YB	
Hartford (CWP space)	191,000	189,932	-	1,069	-	-	-	-	-	-	-	
New Britain	320,363	230,068	-	88,316	1,978	-	-	-	-	-	-	
Manchester	163,302	163,302	-	-	-	-	-	-	-	-	-	
Enfield	110,257	67,665	-	42,593	-	-	-	-	-	-	-	
East Hartford	79,820	70,566	-	9,255	-	-	-	-	-	-	-	
Bristol	62,048	48,914	-	-	-	-	-	-	-	-	-	
Total	926,790	770,446	-	141,232	1,978	-	-	-	-	-	-	

¹ DOL occupies its own leased space in Comprehensive Hartford ACI
² Occupancy is projected but not confirmed
³ SDE share of space to be scheduled for use by local Adult Ed providers

ATTACHMENT VII - Regional Sector Partnerships Overview

North-Central Connecticut Sector Partnerships

Regional Sector Partnerships (RSP) convene business and community stakeholders in a given region for a given industry. RSPs bring together business leaders to tackle common challenges that impact the success of regional industries. They are supported by a collaborative team of public partners representing education, workforce development and economic development organizations. As public-private networks, they serve as a platform for collaborative action to strengthen and grow target industries.

Capital Area Transportation, Distribution, and Logistics Partnership

Action Teams

Industry Promotion and Career Awareness: Advancing strategies to connect underrepresented groups to career opportunities, including women and youth, while addressing stigmas commonly associated with work in these industries. The group engages the public by organizing and attending events such as recruitment fairs, industry expos, open houses, and business meet-and-greets.

Workforce Development: This action team is developing resources that highlight occupations in the industry, creating training opportunities for new staff, and upskilling existing workers to take on leadership roles. The group continues to collaborate with each other in three key areas: pre-hiring, onboarding, and post-onboarding.

Membership

Leadership Team

Bozzuto's, DATTCO, Domino's, Lily Transportation, S&S Worldwide

Employers

AA Corp, All Fulfillment Direct, Amazon, Connecticut Concrete Promotion Council, CREC, CT Airport Authority, CT Department of Transportation, CT Transit, Denali Water, Dichello Distributors, FEDEX, Live Axle, National Convenience Distributors, P&S Transport, Prime Inc, Service Master, Sperry Rail, Swift Transportation, TJX Companies, Wade Dairy, Walgreens

Public Partners

AllState, Bloomfield Chamber of Commerce, CT Rides, CT State, Motor Transport Association of Connecticut, New England Tractor Trailer Training School, Senator Blumenthal's office, Town of Berlin, Town of East Hartford, Town of New Britain, Town of West Hartford

Capital Area Tech Partnership

Action Teams

Advance Tech Earn & Learn Opportunities: Create business-informed tech Earn & Learn programs that accelerate work readiness, provide a pathway to a good paying job and college degree attainment. Bridge the gap between tech training degrees / certification programs and the first tech work experience required by entry level employers.

Align Higher Ed and Business Tech Criteria: Support efforts of Tech Talent Accelerator participants in ensuring that college and university tech curricula are aligned with evolving tech business requirements.

Membership

Leadership Team

CGI, HCL technologies, Stanley Black & Decker

Employers

Accenture, COCC, Cognizant, Compass, Cooperative Systems, Infosys, INSRCD, JKS Systems, Liberty Bank, LTIMindtree, Novus Insight, Nutmeg Technologies, Tata Consultancy Services, The Walker Group, Triple Helix, Vancord

Public Partners

CT Department of Labor, CBIA, Business Higher Education Forum, Connecticut Center for Advanced Technology, Charter Oak State College, CT State, ReadyCT, University of Connecticut

Capital Area Healthcare Partnership

Action Teams

Policy: Unify and strengthen the voice of healthcare providers and advocate for public policies that strengthen the stability of the healthcare industry, improve patient care, and access to, and quality of, healthcare jobs.

Building the Healthcare Workforce of Tomorrow: Educate, engage, and actualize CT youth and adults regarding healthcare opportunities, careers, and career pathways.

Membership

Leadership Team

Hartford Healthcare, iCare, New Horizon's Inc., Oak Hill, Wheeler

Employers

Apple Rehab, Avon Health Center/West Hartford Health & Rehab, Bristol Hospital, Charter Oak Health Center, Cherry Brook Health, Community Health Center, Community Mental Health, Connecticut Children's Medical Center, CT Department of Corrections, Duncaster, ECHN, Hartford Healthcare, Hebrew Senior Care, InterCommunity, Jackson Lab, McLean Health Center, Oak Hill, The Village For Children and Families, Trinity Health, Wheeler

Public Partners

1199 Training Fund, American Job Center, Arizona College of Nurses-Hartford, Blue Hills Civic Association, BristolWORKS!, Central CT State University, Charter Oak State College, Connecticut Hospital Association, CT Association for Healthcare at Home, CT Association for Healthcare Facilities, CT Center for Nursing Workforce, CT Department of Education, CT State, CT Department of Labor, Leading Age CT, Mental Health Connecticut, Metro-Hartford Alliance, New England Medical Institute, Office of Workforce Strategy, ReadyCT, Social Impact Partners, Workforce Solutions Collaborative of Metro-Hartford

Attachment VIII - WIOA Adult Eligibility and Priority of Service

Program: WIOA Adult	Sections: 3-10	Page 1
Subject: Eligibility and Priority of Service	Effective Date: 12/05/23	

A. Purpose

To provide the criteria for determining eligibility for the array of WIOA Adult-funded services available to customers of the American Job Center (AJC) system.

B. Definitions

Basic Skills Deficient: WIOA Section 3(5)(B) An adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society. Defined by CWP as having a CASAS reading score of 235 or less and/or a CASAS math score of 235 or less.

AJC Career Services (20 CFR 678.430 and CTDOL WIOA Policy Manual Section 16):

Informational and Self-Directed Basic Career Services: Self-directed services occur when individuals independently access the AJC system information in either a physical location or remotely via the use of electronic technology. Informational and self-directed basic career services may include a general orientation to the services available within the AJC system, and assistance to customers who independently utilize the self-directed services available in the Career Resource Center which may include access to printed materials and online job search resources.

Staff-Assisted Basic Career Services: Staff-assisted basic career services are more substantial than the services provided to self-directed customers. The provision of staff-assisted basic career services includes services such as initial assessment of the customer's education level, work history, skills, interests, aptitudes to determine appropriate level of service, assistance with job search and placement, provision of information on nontraditional employment and in-demand occupations, resume development, facilitation of workshops including workshops on available training resources, and, when appropriate, the determination of eligibility for individualized career services and/or training services.

Individualized Career and Training Services: Individualized career and training services are more intensive than the services defined as "Staff-Assisted Basic Career Services" and are designed for customers who have been determined eligible and meet the priority of service criteria for individualized career and/or training services. See section C. Policy for eligibility and priority of service criteria. The provision of individualized career and training services includes comprehensive and specialized assessments and the development of an individual employment plan (IEP), group and/or individual career counseling and mentoring, career planning, short-term pre-vocational services, internships and work experience linked to careers, workforce preparation activities including online learning, financial literacy services, out-of-area job search and relocation assistance, English language acquisition and integrated education and training, and occupational skills training.

Dependents: As defined by 20 CFR 675.300 and U.S. Internal Revenue Service (IRS), dependents are two or more persons related by blood, marriage or decree of court, who are living in a single residence, and are in one or more of the following categories: 1. Married couple & dependent children, 2. Parent(s) or guardian & dependent children; or Married couple. A dependent child is

defined as younger than 19 years or a student who is younger than 24 years by the end of the calendar year or permanently & totally disabled.

Eligible Spouse of a Veteran: A current spouse of a veteran (as defined in these definitions) or the spouse of any of the following as defined by section 2(a) of the JVA (38 U.S.C. 4215[a]): any veteran who died of a service-connected disability or who died while a service-connected disability was in existence, any member of the Armed Forces serving on active duty who, at the time of application for the priority, is missing in action; captured in line of duty by a hostile force; or forcibly detained or interned in line of duty by a foreign government or power, or any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs.

Family: Family includes parents and dependents as defined by 20 CFR 675.300 and U.S. Internal Revenue Service (IRS). See definition of dependent in this policy section.

Homeless Individual (as defined in Section 41403(6) of the Violence Against Women Act of 1994): An individual who lacks a fixed, regular, and adequate nighttime residence and includes:

1. An individual who is:
 - a. sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason
 - b. living in a motel, hotel, trailer park, or campground due to the lack of alternative adequate accommodations
 - c. living in an emergency or transitional shelter
 - d. abandoned in a hospital
 - e. awaiting foster care placement
2. An individual who has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings; or

Individual with Disability: Any individual who identifies as having a disability as defined in the Americans with Disabilities Act of 1990, as amended, Title 42, Chapter 126, Sec. 12102. A disability is a physical or mental impairment that substantially limits one or more major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment (if the individual establishes that he or she has been subjected to an action prohibited under this chapter because of an actual or perceived physical or mental impairment whether or not the impairment limits or is perceived to limit a major life activity).

Low Income Individual (CTDOL WIOA Manual Section 17 II.A.1): An individual who with total income, or who is in a family with a total income, that does not exceed 70% of the lower living standard income level (LLSIL); or who is a homeless individual (as defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))); or who is an individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet this requirement; or who receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program (SNAP), Temporary Family

Assistance (TFA), Supplemental Security Income or other State or local income-based public assistance.

Offender (WIOA 3(38)): An adult or juvenile:

1. Who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or
2. Who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

Recipient of Public Assistance: Individuals who are recipients of public assistance or is a member of a family that receives local, state or federal assistance including Temporary Family Assistance (TFA), Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), Social Security Disability Insurance (SSD), State Administered General Assistance (SAGA), HUSKY Health and Refugee Cash Assistance (RCA).

Veteran: A person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable, as specified in 38 U.S.C. 101(2).

C. Policy

CWP is committed to providing effective services to all customers in response to their needs and is accountable for achieving positive performance outcomes for customers at all service levels. Employment-related services are available to all adult job-seeker customers through the AJC system regardless of their point of entry. The services available to adult customers at the AJC are defined in section B. Definitions above. The intensity of the services provided depends on the customers' employment-related needs and eligibility status in accordance with the criteria described below.

1. WIOA Adult Eligibility & Priority of Service Criteria for AJC Services (20 CFR 680.600 & 680.650)
 - a. Informational and Self-Directed Basic Career Services are available to anyone who uses the AJC system without having to meet WIOA eligibility requirements and without registering in AJC case management data system.
 - b. Staff-assisted Basic Career Services are available to customers of the AJC system who are determined by AJC staff to meet WIOA Adult program eligibility criteria and are registered in the AJC case management data system. To be eligible for WIOA-funded staff-assisted basic career services, a customer must meet the following criteria:
 - i. Be a U.S. Citizen or Authorized to work in the U.S.,
 - ii. Meet Selective Service Registration requirements, if applicable,
 - iii. Be 18 years of age or older, and
 - iv. Resides or works in the North Central Region
 - c. Individualized Career and Training Services are available to customers of the AJC system who are determined by the AJC staff to:
 - i. Meet WIOA Adult eligibility criteria described in section C.1.b above; and
 - ii. Are unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment and have the skills to benefit from more intensive services and/or

- training; and
- iii. Meet one of the following priority of services criteria in this order:
 - a) Veterans who served in the active military, naval, or air service, and who were discharged or released therefrom under conditions other than dishonorable.
 - b) Non-veterans who meet any of the following criteria: (see section B for definitions):
 - 1) Recipient of public assistance
 - 2) Other low-income individuals
 - 3) Individual who is basic skills deficient
 - 4) Individual with a disability whose income meets the low-income criteria, regardless of total family income
 - 5) Offender
 2. Priority of service criteria is applied only when a customer is determined by AJC staff to need WIOA Adult-funded Individualized Career Services or Training.
 3. WIOA customers who do not meet priority of service criteria may continue to receive Staff-assisted Basic Career Services.
 4. Applications for WIOA-funded Staff-assisted Basic Career Services and Individualized Career and Training services are processed within ten (10) calendar days from the date of application.
 5. If the applicant is not enrolled within ten (10) calendar days and the applicant still wants services, a new application must be submitted.
 6. During the eligibility process, program staff document and record barriers that are identified during the eligibility process in the case management data system (See section D. below for details).
 7. Supportive services may be provided if an applicant requires assistance obtaining eligibility documentation (See section G below for details).

D. Procedures

1. Customers who are interested in Staff-assisted Basic Career Services and/or Individualized Career and Training Services, create an account in the case management data system and complete the online pre-application.
2. Designated AJC staff review the pre-application including any uploaded eligibility documentation and contact the applicant to discuss next steps which include completing an orientation session (virtual), scheduling an intake appointment (date, time and place), whether the appointment will be in person or virtual and the submission of any additional documentation needed to determine WIOA eligibility.
3. If the applicant does not respond to the attempt to schedule an intake appointment, staff will make 2 additional attempts at contacting the applicant regarding attending an intake appointment. If the applicant continues to be unresponsive, the application will be closed.
5. If the applicant is not enrolled within ten (10) calendar days and still wants services, a new application must be submitted.
6. The status of the application including the date of the intake appointment, any needed documentation, and any details regarding repeated attempts to contact the applicant are entered into the applicant's record within two (2) business days of occurrence.
7. If there are barriers to determining eligibility, staff are to document and record barriers identified during the eligibility process in the case management data system (See CWP Policy 3-

15 Barriers, section B.1. and Policy 3-60 Supportive Services, section B.4 for more details regarding addressing and documenting barriers to the intake process).

E. Documenting Elements of WIOA Program Eligibility

All required documentation of eligibility must be uploaded to the case management data system designated for the WIOA Adult program.

1. Authorization to Work

An individual must be authorized to work in the United States in order to participate in WIOA-funded programs. An applicant verifies authorization to work by presenting acceptable documentation that establishes both identity and employment authorization in accordance with the US Citizenship and Immigration Services (USCIS). The USCIS issues guidance on acceptable documentation for both identity and employment authorization. See USCIS Form I-9, List of Acceptable Documents and M-274, Handbook for Employers in the Appendix of this manual for detailed information and examples of acceptable documentation to establish identity and work authorization.

2. Selective Service Registration

All male applicants who are the ages of 18 through 24 who are required to register with the Selective Service under the Military Selective Service Act must register as a condition of eligibility. Prior to being enrolled in a WIOA-funded program, all male applicants born on or after January 1, 1960 who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at <http://www.sss.gov>. For more details regarding selective service requirements see CWP Policy Manual Section 2-40 or the Selective Service website at <http://www.sss.gov>. Documentation of Selective Service registration includes:

- a. Selective Service Acknowledgement letter
- b. Form DD-214 "Report of Separation"
- c. Screen printout of the Selective Service Verification on the Selective Service website at <http://www.sss.gov>. For males who have already registered this website can be used to confirm their Selective Service number as well as the date of registration, by entering a last name, social security number, and date of birth.
- d. Selective Service Registration Card
- e. Selective Service Verification Form (Form 3A)
- f. Stamped Post Office Receipt of Registration

3. Age

Any government issued document containing the applicant's date of birth such as a passport, birth certificate, driver's license, State ID, or school record.

4. Resides or Works in the North Central Region

To receive WIOA Adult-funded Staff-assisted Basic Career Services or Individual services through CWP, an applicant must reside or work in one of the 37 towns in the North Central region (see list of NC region towns at <https://capitalworkforce.org/town-profiles/>).

- a. An applicant verifies residency by presenting documentation that contains both their name and address. Examples of documents that verify residency include but are not limited to:
 - i. A government or school issued ID (if expired, within 30 days of expiration date)
 - ii. A post-marked envelope addressed to the applicant
 - iii. A bank statement or bill
 - iv. Rental agreement

Documentation such as bank statements or bills may have been received through the mail or printed from online accounts. If the applicant has no documentation of residency but resides with someone who does have documentation of residency, that documentation plus a letter from the other person with whom they reside stating that the applicant resides with them at their address will be accepted as documentation. Documentation of residency must be dated within the six (6) months prior to the application date.

- b. When an applicant does not reside in the NC region but works in one of the towns in the NC region, the applicant verifies the location of their employment with any documentation that shows that they are employed at that location such as a paystub, employee ID or letter from their employer.

F. Documentation of Priority of Service Criteria

1. Recipient of Public Assistance

- a. Paper documentation: Any document from the issuing authority showing that the applicant received public assistance such as SNAP, TFA, State General Assistance, refugee cash assistance, or HUSKY Health in the last six (6) months. Paper documentation is preferred.
- b. If the applicant is unable to obtain paper documentation of SNAP or TFA receipt, AJC staff with authorized access to DSS's eligibility database may verify the WIOA applicant's SNAP and/or TFA eligibility through the DSS eligibility database. AJC staff document the status and dates of receipt of SNAP and/or TFA from the DSS database by creating a case note in the applicant record. Access and use of information from DSS's eligibility database is limited to facilitating the determination of priority of service for WIOA-funded employment services. AJC must not redisclose or reproduce information from DSS's eligibility database. (DSS/DOL MOU executed 4/10/23)

2. Other Low-Income Status

If the applicant is not a recipient of public assistance but has income or is a member of a family with a total family income that does not exceed the poverty line or 70% of the lower living standard income level (See LLSIL chart in the Appendix of this manual), the CWP Family Income Statement is completed with documentation of income such as paystubs to determine annual income (see Section 8. Forms of this policy manual for Family Income Statement form). For detailed instructions for various methods of determining and documenting income see Annualized Income Methods in the Appendix of this manual. If there is no income and/or the applicant qualifies as a homeless individual, the applicant completes Self-Attestation form (See Section 8. Forms of this manual for Self-Attestation form).

3. Basic skills deficiency or English language learner

Most recent CASAS assessment administered within the last 12 months. A CASAS reading or

math scaled score of less than 235 is evidence of a basic skills deficiency.

4. Disability

Documentation of SSI/SSD such as an award letter or a completed Self-Attestation form (see Section 8. Forms of this policy manual).

5. Offender

Court records (including online records), documentation or letter from criminal justice system, referral from reentry program. If the applicant is unable to obtain documentation, they can attest to the offender status on the Self-Attestation form.

6. Veterans and Eligible Spouses (TEGL 23-19 Change 2)

Documentation of veteran or eligible spouse status (see Section B for definitions) beyond self-attestation is only required at the point in which eligibility for individualized career and training services are determined. Documentation of veteran or eligible spouse of a veteran is:

a. Form DD-214 Report of Separation

b. Other documentation from the Veterans' Administration of the veteran's status

The lack of a DD-214 cannot be used to deny services. If the applicant who is a veteran does not have documentation, AJC staff assists them to contact the local or State veterans' staff to obtain a copy of form DD-214.

G. Assistance with Obtaining Eligibility Documentation (CTDOL WIOA Policy Manual Section 36 4.b)

1. If it is determined that an applicant, who appears to be otherwise eligible, does not have the resources to obtain the required documentation, the applicant may self-attest to the required eligibility factor and be certified based on the self-attestation.

2. Once they are certified, supportive services payments can be used to assist with obtaining the documentation. Supportive Services can be used to pay for the expenses related to obtaining required WIOA eligibility documentation as long as the participant is otherwise eligible and self-attests to program eligibility pending receipt of documentation.

3. Eligibility elements that require documentation (the use of self-attestation is only temporary until documentation is obtained) include:

i. U.S. Citizenship or authorization to work in the United States

ii. Social Security Number

iii. Age

iv. Selective Service Registration

v. Other categories as deemed necessary where self-attestation is not acceptable by CT DOL or under federal law, regulations and USDOL guidance

4. Participants are provided with a deadline, not to exceed 30 days, to submit the required documentation. Program provider staff assist the participant to obtain the documentation, to the extent possible. Documentation of required eligibility elements must be obtained prior to enrollment in training and/or program exit.

5. If eligibility documentation proves the individual is ineligible for WIOA or if the documentation is not acquired before the exit date, CWP is notified immediately.
6. The primary responsibility for providing documentary evidence rests with the applicant/participant.
7. All required documentation of eligibility must be uploaded to the participant's record in the case management data system designated for the WIOA Adult program.

Attachment IX - WIOA DW Eligibility and Priority of Service

Program: WIOA Dislocated Worker	Sections: 4 -10 Page 5
Subject: Eligibility and Priority of Service	Effective Date: 03/01/24

A. Purpose

To provide the criteria for determining eligibility for the array of WIOA Dislocated Worker (DW)-funded services available to customers of the American Job Center (AJC) system.

B. Definitions

AJC Career Services (20 CFR 678.430 and CTDOL WIOA Policy Manual Section 16):

- 1. Informational and Self-Directed Basic Career Services:** Self-directed services occur when individuals independently access the AJC system information in either a physical location or remotely via the use of electronic technology. Informational and self-directed basic career services may include a general orientation to the services available within the AJC system, and assistance to customers who independently utilize the self-directed services available in the Career Resource Center which may include access to printed materials and online job search resources.
- 2. Staff-Assisted Basic Career Services:** Staff-assisted basic career services are more substantial than the services provided to self-directed customers. The provision of staff-assisted basic career services includes services such as initial assessment of the customer's education level, work history, skills, interests, aptitudes to determine appropriate level of service, assistance with job search and placement, provision of information on nontraditional employment and in-demand occupations, resume development, facilitation of workshops including workshops on available training resources, and, when appropriate, the determination of eligibility for individualized career services and/or training services.
- 3. Individualized Career and Training Services:** Individualized career and training services are more intensive than the services defined as "Staff-Assisted Basic Career Services" and are designed for customers who have been determined eligible and meet the priority of service criteria for individualized career and/or training services. See section C. Policy for eligibility and priority of service criteria. The provision of individualized career and training services includes comprehensive and specialized assessments and the development of an individual employment plan (IEP), group and/or individual career counseling and mentoring, career planning, short-term pre-vocational services, internships and work experience linked to careers, workforce preparation activities including online learning, financial literacy services, out-of-area job search and relocation assistance, English language acquisition and integrated education and training, and occupational skills training.

Dislocated Worker: WIOA Sec. 3(15) A dislocated worker is defined as any of the following:

1. An individual who has been terminated or laid off, or who has received a notice of termination or layoff, from employment; and
 - a. Is eligible for or has exhausted unemployment compensation benefits;
or
 - b. Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under unemployment compensation law;

And

- c. Is unlikely to return to a previous industry or occupation.
2. An individual who:
 - a. Has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;
OR
 - b. Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days;
OR
 - c. For purposes of eligibility to receive services **other** than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.
 3. An individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.
 4. An individual who meets the definition of displaced homemaker (see definition).
 5. An individual who:
 - a. Is the spouse of a member of the Armed Forces on active duty¹, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member;
OR
 - b. Is the spouse of a member of the Armed Forces on active duty and who meets the criteria of dislocated homemaker who is experiencing difficulty obtaining or upgrading employment.

Displaced Homemaker: An individual who has been providing unpaid services to family members in the home and who has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member; and is unemployed or underemployed (working part-time but is seeking full-time) and is experiencing difficulty in obtaining or upgrading employment.

Eligible Spouse of a Veteran: A current spouse of a veteran (as defined in these definitions) or the

¹ Active duty - Section 101(d)(1) of title 10, United States Code defines the term "active duty" as full-time duty in the active military service of the United States. This includes full-time training duty, annual training duty, and attendance at a designated service school while in the active military service. The term also applies to the Coast Guard.

spouse of any of the following: any veteran who died of a service-connected disability or who died while a service-connected disability was in existence, any member of the Armed Forces serving on active duty who, at the time of application for the priority, is missing in action; captured in line of duty by a hostile force; or forcibly detained or interned in line of duty by a foreign government or power, or any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs.

Underemployed: An individual who is working part-time but is seeking full-time (35+ hours/week) employment; or who is working full-time but whose current annualized wage rate, in relation to family size, does not exceed the higher of either the poverty level or 70% of the lower living standard income level; or who is working but whose current employment does not match former wages and/or skill level; or whose current job does not match his or her educational level. (DOL WIOA Policy Manual Section 39)

Veteran: A person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable, as specified in 38 U.S.C. 101(2).

C. Policy

CWP is committed to providing effective services to all customers in response to their needs and is accountable for achieving positive performance outcomes for customers at all service levels. All AJC system employment-related services are available to DW-eligible customers regardless of their point of entry. The services available at the AJC are defined in section B above. The intensity of the services provided depends on the customers' employment-related needs and eligibility status in accordance with the criteria described below.

1. WIOA DW Eligibility and Priority of Service Criteria for AJC Services (20 CFR 680.110-680.130 & 680.210)
 - a. Informational and Self-Directed Basic Career Services are available to anyone who uses the AJC system without having to meet WIOA eligibility requirements and without registering in the AJC case management data system.
 - b. Staff-Assisted Basic Career Services are available to customers of the AJC system who are determined by AJC staff to meet the following WIOA-funded staff-assisted basic services eligibility criteria and are registered in the AJC case management data system. To be eligible for WIOA-funded staff-assisted basic career services, a customer must meet the following criteria:
 - i. Be a U.S. Citizen or Authorized to work in the U.S.,
 - ii. Meet Selective Service Registration requirements, if applicable,
 - iii. Be 18 years of age or older, and
 - iv. Reside or work in the North Central Region
 - c. Individualized Career and Training Services are available to dislocated worker customers of the AJC system who are determined by the AJC staff to:
 - i. Meet WIOA Dislocated Worker eligibility criteria described in section B. Definitions above;
 - ii. Meet the criteria to receive Basic Career Services as described in section C.1.b

- above; and
 - iii. Are unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment and have the skills to benefit from more intensive services and/or training.
2. **Priority of Services Criteria for Individualized Career and Training Services**
There is no priority of service criteria applied to DW program applicants with the exception of veterans and eligible spouses of veterans as defined in Section B above (20 CFR 680.610) and individuals who are subject to a plant closure or significant dislocation event (DOL WIOA Policy Sec. 17.II.B.)
 3. Applications for WIOA-funded Staff-Assisted Basic Career Services and Individualized Career and Training services are processed within ten (10) calendar days from the date of application.
 4. If the applicant is not enrolled within ten (10) calendar days and the applicant still wants services, a new application must be submitted.
 5. During the eligibility process, program staff document and record barriers that are identified during the eligibility process in the case management data system (See section D. below for details).
 6. Supportive services may be provided if an applicant requires assistance obtaining eligibility documentation (See section G below for details).

D. Procedures

1. Customers who are interested in Staff-Assisted Basic Career Services and/or Individualized Career and Training Services, create an account in the case management data system and complete the online pre-application.
2. Designated AJC staff review the pre-application including any uploaded eligibility documentation and contact the applicant to discuss next steps which include completing an orientation session (virtual), scheduling an intake appointment (date, time and place), whether the appointment will be in person or virtual and the submission of any additional documentation needed to determine WIOA eligibility.
3. If the applicant does not respond to the attempt to schedule an intake appointment, staff will make 2 additional attempts at contacting the applicant regarding attending an intake appointment. If the applicant continues to be unresponsive, the application will be closed.
4. When determining eligibility, if a WIOA-5 Eligibility and Certification for Dislocated Workers form has not been completed by CT DOL staff, the AJC staff who are trained to determine WIOA Dislocated Worker eligibility complete the WIOA-5 form.

5. If the applicant is not enrolled within ten (10) calendar days and still wants services, a new application must be submitted.
6. The status of the application including the date of the intake appointment, any needed documentation, and any details regarding repeated attempts to contact the applicant are entered into the applicant's record within two (2) business days of occurrence.
7. If there are barriers to determining eligibility, staff are to document and record barriers identified during the eligibility process in the case management data system (See CWP Policy 3-15 Barriers, section B.1. and Policy 3-60 Supportive Services, section B.4 for more details regarding addressing and documenting barriers to the intake process).

E. Documenting Elements of WIOA Dislocated Worker Program Eligibility

All required documentation of eligibility must be uploaded to the case management data system designated for the WIOA DW program.

1. WIOA-5 Eligibility and Certification for Dislocated Workers Form
The completed WIOA-5 Eligibility and Certification for Dislocated Workers form is retained in the participant's electronic case management system record.
2. Authorization to Work
An individual must be authorized to work in the United States in order to participate in WIOA-funded programs. An applicant verifies authorization to work by presenting acceptable documentation that establishes both identity and employment authorization in accordance with the US Citizenship and Immigration Services (USCIS). The USCIS issues guidance on acceptable documentation for both identity and employment authorization. See USCIS Form I-9, List of Acceptable Documents and M-274, Handbook for Employers in the Appendix of this manual for detailed information and examples of acceptable documentation to establish identity and work authorization.
3. Selective Service Registration
All male applicants who are the ages of 18 through 24 who are required to register with the Selective Service under the Military Selective Service Act must register as a condition of eligibility. Prior to being enrolled in a WIOA-funded program, all male applicants born on or after January 1, 1960 who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at <http://www.sss.gov>. For more details regarding selective service requirements see CWP Policy Manual Section 2-40 or the Selective Service website at <http://www.sss.gov>. Documentation of Selective Service registration includes:
 - a. Selective Service Acknowledgement letter
 - b. Form DD-214 "Report of Separation"
 - c. Screen printout of the Selective Service Verification on the Selective Service website at <http://www.sss.gov>. For males who have already registered this website can be used to confirm their Selective Service number as well as the date of registration, by entering a last name, social security number, and date of birth.

- d. Selective Service Registration Card
- e. Selective Service Verification Form (Form 3A)
- f. Stamped Post Office Receipt of Registration

4. Age

Any government issued document containing the applicant's date of birth such as a passport, birth certificate, driver's license, State ID, or school record.

5. Resides or Works in the North Central Region

To receive WIOA-funded Staff-Assisted Basic Career Services or Individual services through CWP, an applicant must reside or work in one of the 37 towns in the North Central region (see list of NC region towns at <https://capitalworkforce.org/town-profiles/>).

- a. An applicant verifies residency by presenting documentation that contains both their name and address. Examples of documents that verify residency include but are not limited to:
 - i. A government or school issued ID (if expired, within 30 days of expiration date)
 - ii. A post-marked envelope addressed to the applicant
 - iii. A bank statement or bill
 - iv. Rental agreement

Documentation such as bank statements or bills may have been received through the mail or printed from online accounts. If the applicant has no documentation of residency but resides with someone who does have documentation of residency, that documentation plus a letter from the other person with whom they reside stating that the applicant resides with them at their address will be accepted as documentation. Documentation of residency must be dated within the six (6) months prior to the application date.

- b. When an applicant does not reside in the NC region but works in one of the towns in the NC region, the applicant verifies the location of their employment with any documentation that shows that they are employed at that location such as a paystub, employee ID or letter from their employer.

6. Terminated or laid off from employment or plant/business closure

Documentation that an individual has been terminated or laid off, or who has received a notice of termination or layoff from employment or notice of plant/business closure includes, but is not limited to, the following:

- a. Verification from employer such as layoff or termination letter
- b. Unemployment Notice or "Pink Slip"
- c. UI Records
- d. Rapid Response Meeting Attendance
- e. DD214 with other than dishonorable discharge as the reason for separation
- f. Self-Attestation along with paystubs or UI wage record showing employment from separating employer

7. Exhausted Unemployment Benefits

Documentation that the applicant received unemployment benefits includes, but is not limited

to:

- a. UI Records
- b. Interstate Benefit Inquiry Form IBIQ

8. Unlikely to Return to Previous Industry or Occupation

Documentation that substantiates that the applicant is unlikely to return to a previous industry or occupation includes, but is not limited to, the following:

- a. Documentation that worker was selected through RESEA program
- b. Basic skills deficient or has less than a high school diploma
- c. Older individuals who is 55 years old or older
- d. Experience and skills are no longer in demand in our region and are not transferable

9. Veterans and Eligible Spouses (TEGL 23-19 Change 2)

Documentation of veteran or eligible spouse status (see Section B for definitions) beyond self-attestation is only required at the point in which eligibility for individualized career and training services are determined. Documentation of veteran or eligible spouse of a veteran is:

- a. Form DD-214 Report of Separation
 - b. Other documentation from the Veterans' Administration of the veteran's status
- The lack of a DD-214 cannot be used to deny services. If the applicant who is a veteran does not have documentation, AJC staff assists them to contact the local or State veterans' staff to obtain a copy of form DD-214.

10. An individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

- a. Income tax records
- b. Family or Business Financial Records
- c. Self-Attestation

11. Displaced Homemaker (TEGL 23-19 Change 2)

Documentation of Displaced Homemaker status may include, but is not limited, to:

- a. Public assistance records
- b. Spouse's layoff notice
- c. Spouse's death record
- d. Spouse's Permanent Change of Station (PCS) orders (for a military move or assignment)
- e. Divorce records
- f. Applicable court records
- g. Bank records or income tax records (showing financial dependence on spouse, no separate source of income)
- h. Self-Attestation

F. Assistance with Obtaining Eligibility Documentation (CTDOL WIOA Policy Manual Section 36 4.b)

1. If it is determined that an applicant, who appears to be otherwise eligible, does not have the resources to obtain the required documentation, the applicant may self-attest to the required eligibility factor and be certified based on the self-attestation.
2. Once they are certified, supportive services payments can be used to assist with obtaining the documentation. Supportive Services can be used to pay for the expenses related to obtaining required WIOA eligibility documentation as long as the participant is otherwise eligible and self-attests to program eligibility pending receipt of documentation.
3. Eligibility elements that require documentation (the use of self-attestation is only temporary until documentation is obtained) include:
 - a. U.S. Citizenship or authorization to work in the United States
 - b. Social Security Number
 - c. Age
 - d. Selective Service Registration
 - e. Other categories as deemed necessary where self-attestation is not acceptable by CT DOL or under federal law, regulations and USDOL guidance
4. Participants are provided with a deadline, not to exceed 30 days, to submit the required documentation. Program provider staff assist the participant to obtain the documentation, to the extent possible. Documentation of required eligibility elements must be obtained prior to enrollment in training and/or program exit.
5. If eligibility documentation proves the individual is ineligible for WIOA or if the documentation is not acquired before the exit date, CWP is notified immediately.
6. The primary responsibility for providing documentary evidence rests with the applicant/participant.
7. All required documentation of eligibility must be uploaded to the participant's record in the case management data system designated for the WIOA DW program.

Attachment X - WIOA Youth Eligibility and Priority of Service

Program: WIOA Youth	Section: 5-10	Page 1
Subject: Eligibility	Effective Date: 10/19/20 Rev. 7/1/23	

A. General provision

Workforce Investment and Opportunity Act (WIOA) eligible youth may be in-school youth or out-of-school as defined at 20 CFR 681.200. WIOA separates youth into two separate categories: In-school youth ages 14-21 and out-of-school youth ages 16-24 at the time of enrollment. The intent of WIOA is to serve more Out-of-School Youth (OSY) who are disconnected from school and work.

B. Definitions

Basic Skills Deficient: As defined in 20 CFR 681.290(a)(1) having English reading, writing, or computing skills at or below the eighth (8th) grade level on a generally accepted standardized test; or (2) unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

Dependents: As defined by 20 CFR 675.300 and U.S. Internal Revenue Service (IRS), dependents are two or more persons related by blood, marriage or decree of court, who are living in a single residence, and are in one or more of the following categories: 1. Married couple & dependent children, 2. Parent(s) or guardian & dependent children; or Married couple. A dependent child is defined as younger than 19 years or a student who is younger than 24 years by the end of the calendar year or permanently & totally disabled.

Family: Family includes parents and dependents as defined by 20 CFR 675.300 and U.S. Internal Revenue Service (IRS). See definition of dependent in this policy section.

Low Income: As defined by WIOA Section 3(36), an individual is considered low income who:

1. Receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received assistance through,
 - a. the Supplemental Nutrition Assistance Program (SNAP) established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), or
 - b. the Temporary Assistance for Needy Families (TANF) program under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), or
 - c. the Supplemental Security Income (SSI) program established under Title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or
 - d. State or local income-based public assistance i.e., State Administered General Assistance (SAGA); Refugee Cash Assistance (RCA); and HUSKY Health.Or
2. Is in a family with total family income that does not exceed the higher of:
 - a. the poverty line; or
 - b. 70 percent of the lower living standard income level.Or
3. Receives or is eligible to receive a free or reduced-price lunch
Or
4. Is a youth who lives in a high poverty area as defined by WIOA regulations 20 CFR 681.260 (also see WIOA TEGL 21-16 p.5 and Attachment II) as a Census tract, a set of contiguous Census tracts, an American Indian Reservation or other tribal land having a poverty rate of at least 25%. See <https://censusreporter.org/> to look up address in a high poverty census track.

School: Secondary or post-secondary school as defined by the State. WIOA does not consider providers of Adult Education under WIOA Title II or dropout re-engagement programs, YouthBuild programs, and Job Corps programs to be “schools” (20 CFR 681.230). One exception is High School Equivalency (HSE) programs funded by the K-12 school system that are classified by school system as “school” (WIOA TEGL 21-16 p.3).

C. Out-of-School Youth (OSY) Eligibility (20 CFR 681.210)

To be eligible to participate in CWP’s WIOA-funded OSY youth activities, an individual shall, at the time of eligibility determination, be an OSY as defined by section C.4 below and meet all other eligibility criteria listed in sections C.1 - 3 below.

1. Be authorized to work in the United States.
2. Reside in one of the 37 towns within the North Central region.
3. Register with Selective Service, if applicable. **Note:** Youth who become of age for Selective Service registration after enrollment must meet Selective Service requirements by, or within 30 days of, their 18th birthday (CWP Policy Manual Section 2-40).
4. Meet the “out-of-school” youth criteria as defined by WIOA 129(a)(1)(B) and 20 CFR 681.210.

To meet the WIOA OSY criteria, an individual is:

- a. not attending any school, secondary or post-secondary (see definition of school in section B above),
And
- b. not younger than age 16 or older than age 24 (Note: Participants may continue in WIOA OSY activities beyond age 24 through exit, if they were determined eligible prior to turning 24)
And
- c. one or more of the following:
 - i. A school dropout.
 - ii. A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter.
 - iii. A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:
 - a) basic skills deficient; or
 - b) an English language learner.
 - iv. An individual who is subject to the juvenile or adult justice system.
 - v. A homeless individual (as defined in section 41403 (6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2 (6))), a homeless child or youth (as defined in section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out -of- home placement.
 - vi. An individual who is pregnant or parenting.
 - vii. A youth who is an individual with a disability.
 - viii. An individual who does not possess any of the criteria identified section C. 4.c.i. - vii above but is low-income and requires “additional assistance” to enter or complete an educational program or to secure or hold employment.
CWP defines a youth who requires “additional assistance” as an individual

who meets one of the following criteria:

- a) Youth of color who is a child of a single parent
- b) Youth of color who is a child of parents without postsecondary education
- c) Youth who is a victim of violence/assault or exposed to violence/assault
- d) Youth who is an expectant father
- e) Youth who is a male of color

D. In-School Youth (ISY) Eligibility

To be eligible to participate in CWP's ISY WIOA-funded youth activities, an individual shall, at the time the eligibility determination is made, be an ISY as defined by section F.3 below and meet all other eligibility criteria listed in section D.1-2 below.

1. Be authorized to work in the United States.
2. Reside in one of the 37 towns within the North Central region.
3. To meet the WIOA ISY criteria (20 CFR 681.220), an individual is:
 - a. Attending school, including secondary or post-secondary school. WIOA does not consider providers of Adult Education under WIOA Title II, YouthBuild programs, and Job Corps programs to be "schools". Youth attending high school equivalency programs funded by the public K-12 school system who are classified by the school system as still enrolled in school are considered ISY.
And
 - b. Not younger than 14 (unless an individual with a disability who is attending school under State law) and not older than 21 at the time enrollment (age eligibility is based on age at enrollment, participants may continue to receive services beyond the age of 21 once they are enrolled in the program).
And
 - c. Low-income
And
 - d. One or more of the following:
 - i. Basic Skills deficient;
 - ii. An English Language Learner;
 - iii. An offender;
 - iv. A homeless individual which may include:
 - a) runaway youth;
 - b) youth in foster care or has aged out of the foster care system;
 - c) youth eligible for assistance under Sec. 477 of the Social Security Act (Chafee Foster Care Independence Program); or
 - d) youth in an out-of-home placement
 - v. Pregnant or parenting;
 - vi. Individual with a disability;
 - vii. An individual who does not possess any of the criteria identified section D. 3.d.i. - vi above, but who requires "additional assistance" to complete an educational program or to secure or hold employment. The State WIOA CWP defines a youth who requires "additional assistance" as an individual who meets one of the following criteria:

- a) Youth of color who is a child of a single parent
- b) Youth of color who is a child of parents without postsecondary education
- c) Youth who is a victim of violence/assault or exposed to violence/assault
- d) Youth who is an expectant father
- e) Youth who is a male of color

E. Five percent (5%) Low Income Exception

WIOA 20 CFR 681.250(c) allows for a low-income exception of up to five percent of WIOA youth participants who ordinarily would be required to be low-income for eligibility purposes and meet all other eligibility criteria for WIOA youth except the low-income criteria. The exception is for five percent of the newly enrolled WIOA youth in the North Central region during the program year who would ordinarily be required to meet the low-income criteria. It is not five percent of all WIOA Youth participants in the North Central region since many OSY eligibility categories do not require low-income status.

For an OSY applicant who does not meet any of the eligibility criteria listed in section C.4.c.i-vii above to be eligible based on CWP's 5% low-income exception policy, the OSY applicant must meet at least one of the following criteria: basic skills deficient, an English language learner, a youth who is a child of a single parent, a youth who is a child of parents without postsecondary education, a young victim of violence/assault or exposed to violence/assault, or young person of color. For an ISY applicant who is not low-income to be eligible based on CWP's 5% low-income exception policy, the ISY applicant must have at least two of the barriers listed in section D.3.d above. CWP determines applicants' eligibility for a low-income exception. See section H.5 below for instructions to request an exception to the low-income eligibility requirement.

F. Priority of Service Subpopulations

Within the eligible population as defined above in sections C and D, CWP prioritizes programming to low-income youth in the following subpopulations:

- 1. Youth of color
- 2. Young parents
- 3. Youth in or aging/aged of foster care
- 4. Youth who are involved in the justice system
- 5. Youth with disabilities

G. School Status Continues for Duration of Enrollment

OSY or ISY determination is made at the time of program enrollment. Once the school status of a youth is determined at enrollment that school status remains the same throughout the youth's participation in the WIOA youth program. For example, if a youth determined to be an OSY at the time of enrollment and subsequently reenters high school or enrolls in postsecondary education, that youth is still considered an OSY throughout his/her participation in the WIOA youth program. (WIOA TEGL #8-15 p. 4.)

H. Documenting Elements of Eligibility

1. Authorization to Work

An individual must be authorized to work in the United States in order to participate in WIOA-funded programs. An applicant verifies authorization to work by presenting acceptable documentation that establishes both identity and employment authorization in accordance with the US Citizenship and Immigration Services (USCIS). The USCIS issues guidance on acceptable documentation for both identity and employment authorization. See USCIS Form I-9, List of Acceptable Documents and M-274, Handbook for Employers in the Appendix of this manual for detailed information and examples of acceptable documentation to establish identity and work authorization.

2. Resident of a Town in the North Central Region

To receive WIOA Youth funded services through CWP, an applicant must reside in one of the 37 towns in the North Central region (see list of NC region towns at <https://capitalworkforce.org/town-profiles/>). An applicant verifies residency by presenting documentation that contains both his/her name and address. Documentation of residency must be dated within the six (6) months prior to the application date. Examples of documents that verify residency include but are not limited to:

- a. A government or school issued ID (if expired, within 30 days of expiration date),
- b. School records,
- c. A post-marked envelope addressed to the applicant,
- d. A bank statement or bill,
- e. Rental agreement

Documentation such as school records, bank statements or bills may have been received through the mail or printed from online accounts. If the applicant has no documentation of residency but resides with someone who does have documentation of residency, that documentation plus a letter from the other person with whom he/she resides that stating that the applicant resides with them at their address will be accepted as documentation.

3. Selective Service Registration

All male applicants who are the ages of 18 through 24 who are required to register with the Selective Service under the Military Selective Service Act must register as a condition of eligibility. Prior to being enrolled in a WIOA-funded program, all male applicants born on or after January 1, 1960 who are not registered with the Selective Service and have not reached their 26th birthday must register through the Selective Service website at <http://www.sss.gov>. For more details regarding selective service requirements see CWP Policy Manual Section 2-40 or the Selective Service website at <http://www.sss.gov>. Documentation of Selective Service registration includes:

- a. Selective Service Acknowledgement letter
- b. Form DD-214 "Report of Separation"
- c. Screen printout of the Selective Service Verification on the Selective Service website at <http://www.sss.gov>. For males who have already registered this website can be used to confirm their Selective Service number as well as the date of registration, by entering a last name, social security number, and date of birth.
- d. Selective Service Registration Card

- e. Selective Service Verification Form (Form 3A)
- f. Stamped Post Office Receipt of Registration

4. WIOA Eligibility Criteria

- a. Age
Any government issued document containing the applicant's date of birth such as a passport, birth certificate, driver's license, State ID, or school record.
- b. Basic skills deficiency or English language learner
Most recent CASAS assessment obtained within the last 12 months. A CASAS reading or math scaled score of less than 235 is evidence of a basic skills deficiency.
- c. School Enrollment
School records including report card, transcript, printout of school record, letter from school official on school letterhead that indicate enrollment in current school year.
- d. In foster care or has aged out of foster care
Letter or memo from DCF stating applicant was or is in foster care.
- e. Subject of juvenile or adult justice system
Court records, letter from official in justice system or letter from DCF indicating applicant was or is involved in juvenile or adult justice system.
- f. Pregnant
Doctor's note, medical record or a completed Self-Attestation form (see Section 8 Forms of this policy manual for Self-Attestation form), if obtaining medical records or Doctor's note is not possible.
- g. Parenting
Child's birth certificate listing applicant as parent.
- h. Youth with a disability
School record such as a PPT, documentation of SSI or a completed Self-Attestation form (see Section 8. Forms of this policy manual).
- i. Low Income
 - i. Any document from the issuing authority showing that the applicant received or is a dependent of a family who received SNAP, TFA, refugee cash assistance, or HUSKY Health in the last six (6) months.
 - ii. Any document from the issuing authority showing that the applicant received SAGA or SSI.
 - iii. Documentation of free or reduced lunch eligibility includes a letter or record from the school system, self-attestation of free and reduced lunch eligibility on a signed Self-Attestation form, and verification of school of attendance at a school on the Community Eligibility Provision (CEP) list. Documentation must be for the current school year or, in the case of youth enrolling during the summer, verify that the lunch eligibility was determined no more than one year (or previous school year) prior to WIOA eligibility determination.
 - iv. If not a recipient of any of these benefits, the CWP Family Income Statement is completed to determine annual income (see Section 8. Forms of this policy manual for Family Income Statement form). For detailed instructions for various methods

of determining and documenting income see Annualized Income Methods in the Appendix of this manual.

- v. If there is no income, the applicant completes Self-Attestation form (See Section 8. Forms of this manual for Self-Attestation form).
- j. Documentation of the following eligibility criteria is obtained by the completion of a Self-Attestation form (see Section 8. Forms of this policy manual for the Self-Attestation Form).
 - i. Not attending school
 - ii. A school dropout
 - iii. A youth within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter. School year quarter is based on how the local school district defines its school year quarters.
 - iv. A homeless individual
 - v. A runaway

5. Five Percent (5%) Low Income Exception

CWP determines eligibility under five percent (5%) low-income exception policy.

Documentation of the eligibility determination is an approved WIOA Youth 5% Low-Income Exception Request form. At the time of application, providers complete the WIOA Youth 5% Low-Income Exception Request form (See Section 8 Forms of the CWP online policy manual) and submit it to the CWP WIOA Youth Manager for consideration. CWP's eligibility determination for WIOA under CWP's low-income policy will be documented on the form and returned to the provider to retain in the applicant's record.

6. Disconnected Youth Considerations

Youth who have multiple barriers to participating in education, training and/or the workforce may also have difficulty obtaining the required documentation to be prove WIOA eligibility. If it is determined that an applicant, who appears to be otherwise eligible, is having or will have difficulty obtaining required documentation for eligibility, they may self-attest to required eligibility factors listed in section 6.a. below and be certified eligible based on the self-attestation.

- a. Eligibility elements that require documentation (the use of self-attestation is only temporary until documentation is obtained) include:
 - i. U.S. Citizenship or authorization to work in the United States
 - ii. Social Security Number
 - iii. Age
 - iv. Selective Service Registration
 - v. Low Income Status
 - vi. Other categories as deemed necessary where self-attestation is not acceptable by CT DOL or under federal law
- b. Participants are provided with a deadline, not to exceed 30 days, to submit the required documentation. Program provider staff assist the participant to obtain the documentation, to the extent possible. Documentation of required eligibility elements

- must be obtained prior to enrollment in training and/or program exit.
- c. If it appears that the applicant does not have the resources to pay for the required documentation, Supportive Services can be used to pay for the expenses related to obtaining required WIOA eligibility documentation as long as the participant is otherwise eligible and self-attests to program eligibility. See CWP WIOA Youth Supportive Services policy.
 - d. If eligibility documentation subsequently proves that the individual is ineligible for WIOA or if the documentation is not acquired before the exit date, CWP is notified immediately.