Comprehensive Four-Year Plan
July 2016-June 2020

2018 Plan Update

Workforce Innovation and Opportunity Act (WIOA)

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Executive Summary

A. Background

The Eastern Connecticut Workforce Investment Board (EWIB) is a non-profit agency mandated through the Federal Workforce Innovation and Opportunity Act (WIOA) of 2014. EWIB oversees a network of workforce-related programs, and coordinates with the state Department of Labor for the operations of American Job Centers (AJCs) located throughout EWIB’s 41-town service area, which consists of approximately 436,000 residents and a labor force of 227,100 workers. EWIB and its contractor partners serve more than 8,600 jobseekers annually at three regional AJCs.

EWIB’s history of piloting new approaches and applications of technology during the delivery of workforce training services has earned national recognition for innovation. The Board’s reputation for facilitating cross-sector coalitions that design and deliver collaborative solutions to workforce challenges has resulted in numerous federal competitive awards to the region, including a $6 million Workforce Innovation Fund grant awarded in October 2015 as only one of six in the country.

Between 1990 through 2007, Eastern Connecticut job growth (+20.2%) dramatically outpaced the state (+1.3%), primarily fueled by the launch of two regional casinos, which added thousands of workers. This growth in gaming more than offset the contraction in other regional sectors. From 2008 through 2014, however, the Eastern Connecticut economy lagged the state and nation as a whole, particularly in the southern half of the region. The Norwich-New London Labor Market Area (the Southeast) experienced a 9.3% erosion of its job base, a much deeper loss than other parts of the state (Figure 1). The Norwich-New London LMA represented one of the hardest-hit communities in the nation relative to job recovery from the Great Recession. In fact, while Connecticut employment reached a post-recession low in 2010 (less than two years after the recession), Norwich-New London did not reach its low until 2015, after seven consecutive years of job losses. The gaming industry represented the major source of losses in the region due to the reduction of thousands of jobs resulting from difficult conditions in the regional economy coupled with competition in the gaming market. Other regional industry sectors followed the job loss and recovery trends more consistent with other regions across Connecticut and the U.S.

Despite its proximity to the Southeast, the Northeast portion of the EWIB service region (comprised of Windham County and five Tolland County towns) experienced far better post-Recession job recovery than the Southeast. Mirroring State patterns for both job loss and recovery, the Northeast lost 7% of its job base during the Recession, reaching a low early in 2010 and recovering its lost jobs by mid-2015.

Eastern Connecticut is Bouncing Back

Since 2015, the Eastern Connecticut regional economy has gained momentum. The region has achieved job growth rates exceeding other areas of the state, fueled by resurgence in the manufacturing sector spurred by hiring at Electric Boat, the world’s premier manufacturer of nuclear submarines. Electric Boat expects to sustain this hiring surge, as the company forecasts adding 1,200 workers in 2018 alone. Electric Boat’s supplier base also has begun to add staff to ensure the capacity to support Electric Boat’s growth.
Looking ahead to 2016 and beyond, the anticipated growth at Electric Boat, its suppliers, and other manufacturers from the Eastern Advanced Manufacturing Alliance (EAMA) will provide a major boost for the regional economy. The healthcare sector also expects growth due to the aging demographics of the region and the nation as a whole. The region must balance anticipated growth in these sectors with emerging concerns in the gaming industry. Regional gaming executives have expressed apprehension about even more potential job losses due to increased casino competition in neighboring states. Legislative proposals are being considered to address this issue, including permitting a new casino in East Windsor or in Bridgeport. EWIB will continue to monitor the competitive pressures on the gaming industry, as well as workforce preparedness in the advanced manufacturing industry driven by the expansion plans of Electric Boat and other EAMA member companies.

“Rebalancing” the regional economy back towards higher-wage jobs in the manufacturing industry will bring benefits, but it will also present workforce development challenges. Fortunately, EWIB and its partners have experience successfully responding to shifts in the regional workforce towards higher skill occupations. In the past three years alone, EWIB has led efforts that placed over 750 individuals in STEM, Advanced Manufacturing, and Skilled Trade positions through successful on-site, on-the-job training. Through these and subsequent efforts, EWIB has facilitated an industry-driven partnership among regional employers, organized labor, education/training providers, and other stakeholders that has become a national model, and has developed a deep understanding of industry needs, as well as relationships, trust, and goodwill with hundreds of regional employers. This 2016-2020 Plan describes EWIB’s intent to leverage its experience, collaborative relationships, and demand-driven model to continue to implement the successful rebalancing of the regional workforce through occupational pathway development.

B. Vision, Goals and Strategies

Vision and Goals

EWIB’s vision and goals: 1) align with those in the Connecticut Workforce Innovation and Opportunity Act (WIOA) Unified State Plan; 2) consider conditions in Eastern Connecticut; 3) respond to the unique needs of regional jobseekers and employers; and 4) reflect EWIB’s innovative approach.

EWIB maintains a vision that Eastern Connecticut will create and sustain the global economy’s most-skilled, highest-productive workforce, capable of pursuing rewarding careers, such that every business has access to a qualified, skilled, job-ready workforce.

<table>
<thead>
<tr>
<th>State Plan Goal</th>
<th>EWIB Plan Goal</th>
<th>EWIB Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Support business growth</td>
<td>1. Prioritize investment into growing industry sectors, and prepare to identify other sectors positioned for growth</td>
<td>Prioritize the manufacturing and healthcare industries as the two primary catalysts for regional economic growth; Continue to work with other sectors to monitor their demand potential</td>
</tr>
<tr>
<td>2. Strengthen the current workforce</td>
<td>2. Practice demand-driven workforce development</td>
<td>Increase the supply of workers with in-demand competencies by partnering with industry and education/training providers via comprehensive and targeted training programs, workshops, and other tools</td>
</tr>
<tr>
<td>3. Develop future talent</td>
<td>3. Develop a talent warehouse</td>
<td>Support a talent pipeline to fuel the continued growth of the regional manufacturing and healthcare industries by replacing the “labor force attachment” approach necessitated by high volume/lower wage job markets with skill access</td>
</tr>
</tbody>
</table>
Strategies

During a 2015 visit to learn about Eastern Connecticut’s industry-driven manufacturing partnership, U.S. Secretary of Labor Thomas Perez spoke of the need for a “skills super highway,” citing the regional partnership as a model. EWIB has worked with its partners to construct several “on-ramps” along the regional skills super highway, reflected in the figure below. These on-ramps align with the four EWIB plan goals previously provided. The Eastern Connecticut Manufacturing Pipeline Initiative represents one of many examples of an on-ramp. This Initiative features a short-term training program that has attracted national interest as a model for customized response to employer talent needs that places people into family-sustaining jobs and career pathways, offering an on-ramp for unemployed and under-employed workers unable to commit to multi-semester training. The figure at right shows the Pipeline and other on-ramps EWIB and its partners have built for adults (e.g., new workers, dislocated workers, individuals with disabilities, career changers, veterans) as well as youth (middle and high school) and young adults (college).

EWIB’s Plan describes these and other collaborative efforts that illustrate EWIB’s innovative, integrated, demand-driven approach to workforce development, and details EWIB plans to continue to work with its partners to proactively respond to the needs of Eastern Connecticut workers and industry partners in ways that will elevate the regional economy.
I. Organizational Structure

A. Chief Elected Officials

A.1 Eastern Connecticut Workforce Council of Chief Elected Officials

Hon. Thomas Sparkman (Chairman)  
First Selectman  
Town of Lisbon  
1 Newent Road  
Lisbon, CT 06351  
Ph: (860) 376-3400  
Fax: (860) 376-6545  
E-Mail: tsparkman@lisbonct.com

Hon. Ronald McDaniel (Vice Chair)  
Mayor  
Town of Montville  
310 Norwich/New London Turnpike  
Uncasville, CT 06382  
Ph: (860) 848-3030 x301/302  
Fax: (860) 848-4534  
E-Mail: rmcdaniel@montville-ct.org

Hon. Ken Beausoleil (Secretary/Treasurer)  
First Selectman  
Town of Thompson  
PO Box 899, 815 Riverside Drive  
N. Grosvendordale, CT 06255  
Ph: (860) 923-9561 x111  
Fax: (860) 923-3836  
E-Mail: firstselectman@thompsonct.org

Hon. Victor Funderburk  
Mayor  
Town of Windham  
979 Main Street  
Willimantic, CT 06226  
Ph: (860) 634-3625  
Fax: (860) 465-3110  
E-Mail: mayorfunderburk@windhamct.com

Hon. Christopher Lippke  
First Selectman  
Town of Canterbury  
1 Municipal Drive  
Canterbury, CT 06331  
Ph: (860) 546-9669  
Fax: (860) 546-7805  
E-Mail: firstselectman@canterburyct.org

A.2 Chief Elected Officials Agreement

Please see Attachment A, an Agreement among Chief Elected Officials for the Eastern Connecticut Workforce Investment Area that has been executed to define how the parties will carry out the roles and responsibilities of the CEO Council.

A.3 CEOs and LWDB Agreement

Please see Attachment A.
Eastern CT Workforce Investment Board (EWIB)

A.4 Local Workforce Development Board Process

EWIB’s Council of Chief Elected Officials appoint a majority private sector Board. Term appointments are staggered so that the terms of one-third of the board members shall expire in one year, one-third in two years, and one-third in three years. Thereafter, board members are appointed for terms of three years.

EWIB strives for a proportionally balanced membership representation between the northern and southern regions. The Board maintains a 51% majority of private sector member appointments, which are nominated by local business organizations and trade associations. EWIB aims for individuals from regional businesses, representing in-demand industry sectors and occupations to comprise half of the private appointments. Twenty percent of board members are comprised of various workforce representatives, including organized labor. The remaining 29% are comprised of members from education and training, government & economic development, and other important stakeholders. Additionally, EWIB’s committees and subcommittees often include advisory members from the public. While these members have no voting privileges, their participation and contribution to the conversation is important.

EWIB encourages members to attend all meetings in person. If a voting member cannot attend a Board meeting, a predesignated alternate may participate and vote. Board members must not miss three consecutive meetings, unless under extenuating circumstances.

Board appointments are voted upon as necessary during meetings of the CEO Council. Replacement members are either nominated by the agency of the departing member or from another, qualifying agency for approval by the Council.

Board members may not vote on a matter under consideration by the board or a committee that poses a conflict of interest, and are required to complete a Conflict of Interest statement annually.

A.5 Description of CEO Involvement in Development, Review, and Approval of Plan

EWIB’s Council of Chief Elected Officials played an integral role in the planning, development, review and approval of EWIB’s plan. Through regular meetings with EWIB’s President/CEO, the CEO Council ensured that the plan targets the current and future needs of the 41 towns in EWIB’s workforce development area. The CEO Council will review and approve the final plan.

B. Local Workforce Development Board (LWDB)

B.1 Member List of EWIB Board of Directors

Mr. Christopher Jewell (Chair)
Chief Financial Officer/Principal
Collins & Jewell Company

Mr. Thayne D. Hutchins, Jr. (Vice Chair)
Treasurer,
Mohegan Indian Tribe

Mr. James S. Butler (Secretary)
Executive Director,
SE/CT Council of Governments

Mr. Jeffrey Beadle
Executive Director,
Windham Regional Community Council

Ms. Lisa Arends
Regional Director ~ Eastern CT,
CT Department of Labor

Mr. John Murphy (Treasurer)
Consultant,
CT Technical High School System

Mr. Thomas Burns,
Manager,
Workforce Development Solutions

Ms. Lisa Arends
Regional Director ~ Eastern CT,
CT Department of Labor

Mr. John Murphy (Treasurer)
Consultant,
CT Technical High School System

Mr. Jeffrey Beadle
Executive Director,
Windham Regional Community Council

Mr. Raymond Coombs, Jr.
President,
Westminster Tool
B.2 Description of LWDB Involvement in Development, Review, & Approval of Plan

EWIB’s Board of Directors were essential to the planning process, ensuring through active committee and sub-committee assignments that the strategies set out in the plan align with the Board’s vision to create an educated, skilled, high-productivity workforce, and that the plan aligns with the Board’s goals to prioritize in-demand industry sectors and develop a pipeline of in-demand talent. The Board will have final review and approval of EWIB’s Plan.

B.3 LWDB Organizational Chart

Please see Attachment B.
C. **Local Administrative Entity and Grant Sub Recipient**

C.1 **Identify the Administrative Entity**

The Eastern Connecticut Workforce Investment Board (EWIB) serves as both the administrative entity and the local fiscal agent. EWIB is a non-profit agency mandated through the federal Workforce Innovation and Opportunity Act (WIOA) of 2014. EWIB oversees a network of workforce-related programs funded from a variety of sources including the operations of three American Job Centers located in Montville, Danielson and Willimantic.

C.2 **Identify the Local Fiscal Agent**

Please see answer to section C.1, above. The local fiscal agent is the Eastern Connecticut Workforce Investment Board (EWIB).

D. **One-Stop System**

D.1 **Describe Local One-Stop System**

**Selecting One-Stop System Operators.** The Board of Directors, comprised of representatives from regional businesses, state agencies, organized labor, and local educational institutions, evaluates the regional workforce investment system.

The local one-stop system for the Eastern Connecticut region began utilizing a “One-Stop Operator” competitive model to deliver programs and services beginning in PY 17/18. The local Board, in agreement with the CEO Council, released an RFP for a One-Stop Operator in early 2017 to manage the American Job Centers located across eastern Connecticut. EWIB chose Cross Sector Consulting, LLP as its One-Stop Operator as a result of this process. Cross Sector began in this role in July 2017, and has assisted EWIB and AJC staff with a range of compliance, performance tracking, continuous quality improvement tasks.

D.2 **Identify Local One-Stop Center Operators**

EWIB operates the region’s three American Job Centers through EASTCONN as the contractor of record and provides Adult and Dislocated Worker services in Danielson and Willimantic American Job Centers. EASTCONN subcontracts with TVCCA for delivery of these services in Montville American Job Center.

D.3 **Identify Local One-Stop Career Service Providers**

EASTCONN and TVCCA currently deliver career services.

D.4 **Identify Local One-Stop Career Services and Contracted Services**

<table>
<thead>
<tr>
<th>Core Program (Service)</th>
<th>Type</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>AJC/Contracted</td>
<td>EASTCONN &amp; TVCCA</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>AJC / Contracted</td>
<td>EASTCONN &amp; TVCCA</td>
</tr>
<tr>
<td>Youth – Out of School</td>
<td>AJC / Contracted</td>
<td>EASTCONN &amp; TVCCA</td>
</tr>
<tr>
<td>Adult Education &amp; Literacy</td>
<td>AJC</td>
<td>EASTCONN, New London Adult Education &amp; Norwich Adult Ed</td>
</tr>
<tr>
<td>Wagner-Peyser Act</td>
<td>AJC</td>
<td>CT Department of Labor</td>
</tr>
<tr>
<td>Rehabilitation Act</td>
<td>AJC</td>
<td>BRS co-located in 1 Comprehensive AJC &amp; 2 Affiliate AJC’s</td>
</tr>
</tbody>
</table>
II. Environmental Scan

A. Local Economic Conditions Analysis

The Eastern Connecticut Workforce Investment area includes 41 towns in Eastern Connecticut. The geographical region includes towns in New London County (the “Southeast”) as well as Windham County plus five towns from Tolland County (the “Northeast”).

From 2000 to 2013, the region experienced a 7.3% increase in population. From 2013 to 2016, the regional population decreased by 1.8%, to 436,540, of which 52% make up the region’s labor force of 227,100.1

The Eastern Connecticut regional economy was significantly impacted by the Great Recession and the ensuing years. The below analysis captures the impact from both a perspective of regional job counts as well as the employment and unemployment status of regional residents.

Job Loss & Recovery – Post-Great Recession. The region has experienced mixed results in terms of job loss and recovery from the impacts of the Great Recession. Table 1 below shows the disparity in recovery rates within the region, as well as when comparing the region to the state and nation. The Southeast, represented by the Norwich-New London LMA, was one of the hardest-hit communities in the nation, losing 9.3% of its job base, a full 3% higher than the nation as a whole. The gaming industry represented the major source of job losses in the Southeast region, while other sectors there followed job loss and recovery trends consistent with other regions across Connecticut and the nation. In addition to the steep job loss, the recovery rate in the Southeast has been significantly lower than the nation, the state, and even its neighbors in the Northeast, recording just a 30.8% recovery (see Table 2 for hypothetical analysis of casino impact). By contrast, though the Northeast also suffered job losses much steeper than the state average, it has recovered jobs at 62.5%, or more than double the pace in the Southeast and nearly to the same level as the remainder of the state.

Table #1: Job Erosion vs. Job Recovery (March 2016)2

<table>
<thead>
<tr>
<th>Indicator</th>
<th>US</th>
<th>CT</th>
<th>Southeast</th>
<th>Northeas3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Peak (thousands)</td>
<td>138,365</td>
<td>1,713</td>
<td>139.2</td>
<td>27.8</td>
</tr>
<tr>
<td>Job Trough (thousands)</td>
<td>129,649</td>
<td>1,594</td>
<td>126.2</td>
<td>25.4</td>
</tr>
<tr>
<td>Absolute Loss (thousands)</td>
<td>8,716</td>
<td>119</td>
<td>13.0</td>
<td>2.4</td>
</tr>
<tr>
<td>% Loss: (Erosion Rate)</td>
<td>6.3%</td>
<td>6.9%</td>
<td>9.3%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Current Jobs (thousands)</td>
<td>143,318</td>
<td>1,680</td>
<td>130.2</td>
<td>26.9</td>
</tr>
<tr>
<td>Job Gain from Low (thousands)</td>
<td>13,585</td>
<td>86.7</td>
<td>4.0</td>
<td>1.5</td>
</tr>
<tr>
<td>% Gain (Recovery Rate)</td>
<td>156.2%</td>
<td>72.8%</td>
<td>30.8%</td>
<td>62.5%</td>
</tr>
</tbody>
</table>

Impact of Gaming competition. The gaming industry is a major employer in Eastern Connecticut. In the 1990s, the two regional casinos drove the economic expansion, adding thousands of workers. In the past decade however, these casinos have been significantly impacted by the economic malaise as well as the proliferation of competition throughout New England. The result has been an estimated loss of 8,000 direct and 4,080 indirect jobs between 2008 and 2015, a significant impact to the region economy and job loss & recovery statistics. EWIB performed a hypothetical analysis examining the region’s job recovery rate through 2015 without the impact of the casino job reductions (Table #2) to objectively assess the

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1 Connecticut Department of Labor, Office of Research. 2018 Information for Workforce Investment Planning.
2 BLS DataCore Partners LLC, Reflects CT DOL Data Revisions
3 In 2015, US Office of Management & Budget reconfigured the Northeast CT LMA to reduce several towns from its calculation
vitality of the local economy’s other sectors. The analysis estimates the Southeast job recovery rate would have been 73.8% if the casino impact were discounted, a 43% improvement. This highlights the large impact the casinos’ job reductions had in the region. It is also worth noting that a 73.8% regional job recovery aligns with the state average of 72.8%, proving the other industry sectors in Southeastern Connecticut performed similarly when compared to the state as a whole.

Table #2: Hypothetical Analysis of EWIB Region’s Job Erosion vs. Job Recovery

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Southeast (Current)</th>
<th>Southeast - No Casino Layoffs</th>
<th>Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Peak (000)</td>
<td>139.2</td>
<td>139.7</td>
<td>0.5</td>
</tr>
<tr>
<td>Job Trough (000)</td>
<td>126.2</td>
<td>133.0</td>
<td>6.8</td>
</tr>
<tr>
<td>Absolute Loss (000)</td>
<td>13.0</td>
<td>6.7</td>
<td>-6.3</td>
</tr>
<tr>
<td>% Loss: (Erosion Rate)</td>
<td>9.3%</td>
<td>4.8%</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Current Jobs (000)</td>
<td>130.2</td>
<td>137.9</td>
<td>7.7</td>
</tr>
<tr>
<td>Job Gain from Low (000)</td>
<td>4.0</td>
<td>4.9</td>
<td>0.9</td>
</tr>
<tr>
<td>% Gain (Recovery Rate)</td>
<td>30.8%</td>
<td>73.8%</td>
<td>+43%</td>
</tr>
</tbody>
</table>

Employment & Unemployment Impacts. Table 3 identifies the impact of these job loss and recoveries on the worker and the jobseeker by measuring employment levels. From March 2007 (pre-recession) through March 2014 (post-recession), the Eastern Connecticut regional unemployment rate increased from 4.3% in 2007 to 7.4%, a full 3.1% increase to reflect the steep job losses and relatively slow recovery. In late 2014 and 2015, however, the regional economy finally began to show momentum. As Table 3 shows, the number of employed increased 4,674, while the number of unemployed decreased 2,674 between March 2014 and March 2016. Both employment metrics are headed in the right direction. Therefore, while Table 1 highlights the job recovery rate in Eastern Connecticut has lagged since the Great Recession, Table 3 provides the good news. In the past year or two, the region is gaining ground quickly in terms of economic recovery, several years later than the rest of the state and nation.

Southeastern Connecticut is Finally Recovering. Since 2015, regional job growth has accelerated (see table below), with job growth in both the Danielson-Northeast LMA and the Norwich-New London LMA outpacing statewide job growth each year, particularly in the Southeast area in which more than 2,800 jobs were added from January 2015 through January 2016. The Southeast economic growth of 2.2% during this year was more than triple the state average of 0.6%.

<table>
<thead>
<tr>
<th>Region</th>
<th>Year-to-Year Annual Employment Change</th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danielson-Northeast LMA</td>
<td>1.74%</td>
<td>1.96%</td>
<td>3.73%</td>
<td></td>
</tr>
<tr>
<td>Norwich-New London LMA</td>
<td>1.12%</td>
<td>2.14%</td>
<td>3.29%</td>
<td></td>
</tr>
<tr>
<td>Connecticut</td>
<td>1.07%</td>
<td>1.23%</td>
<td>2.32%</td>
<td></td>
</tr>
</tbody>
</table>

EWIB Hypothetical Analysis. BLS, DataCore Partners LLC, DataCore Estimate for Jan 2016.

CTDOL LAUSAnnual employment data 2015-2017
Much of the job growth was driven by the manufacturing sector, (1,100 jobs from January 2015 through January 2016), mainly due to the large hiring initiated at Electric Boat, the world’s largest manufacturer of nuclear submarines, along with its supply chain in the region. Electric Boat has procured several large contracts from its customers, and therefore has increased its staffing levels to service this new volume. In another sign of an improved economy, regional single-family home sales increased 15% through June 2015, while median single-family home prices increased 2%. Housing is an important sign and leading indicator to the economic outlook of any region. Therefore, in reviewing multiple metrics, it is clear that the Eastern Connecticut economic outlook has improved recently.

Growth Projections. Every two years, the Connecticut Department of Labor (CTDOL) utilizes historical trends and other forecasts to create 10-year industry employment projections. These projections provide a broad estimate of future employment conditions and are primarily intended to assist Connecticut students in determining career and educational choices. The most current data from CTDOL for 2014 to 2024 reflects the region’s ongoing manufacturing renaissance, as CTDOL predicts the region’s largest projected growth industry to be in Manufacturing (a ten-year growth of 5,493 jobs), followed by Health Care and Social Assistance (2,102 jobs). Manufacturing was not among the top five growth industries in CTDOL’s occupational projections for 2012-2022. It should be noted that the CTDOL projections did not factor the recent large contract awards to Electric Boat from the federal government. Thus, the growth in this sector is understated in this report.

Table #4: Top Five Projected Local Growth Sectors (SOC Code)

<table>
<thead>
<tr>
<th>SOC</th>
<th>Local Job Sector</th>
<th>Estimated 2012</th>
<th>Projected 2022</th>
<th>10-year ∆ #</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-0000</td>
<td>Education, Training, and Library Occupations</td>
<td>23,798</td>
<td>26,740</td>
<td>2,942</td>
<td>12.4%</td>
</tr>
<tr>
<td>29-0000</td>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>9,240</td>
<td>10,658</td>
<td>1,418</td>
<td>15.3%</td>
</tr>
<tr>
<td>47-0000</td>
<td>Construction and Extraction Occupations</td>
<td>6,680</td>
<td>7,874</td>
<td>1,194</td>
<td>17.9%</td>
</tr>
<tr>
<td>31-0000</td>
<td>Healthcare Support Occupations</td>
<td>5,184</td>
<td>5,920</td>
<td>736</td>
<td>14.2%</td>
</tr>
<tr>
<td>39-0000</td>
<td>Personal Care and Service Occupations</td>
<td>15,710</td>
<td>16,350</td>
<td>640</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

Table #4: Top Five Projected Local Growth Sectors (NAICS Code)

<table>
<thead>
<tr>
<th>NAICS</th>
<th>Local Job Sector</th>
<th>Base Employment 2014</th>
<th>Projected Employment 2024</th>
<th>10-year ∆ #</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Manufacturing</td>
<td>20,603</td>
<td>26,096</td>
<td>5,493</td>
<td>26.7</td>
</tr>
<tr>
<td>62</td>
<td>Health Care and Social Assistance</td>
<td>27,849</td>
<td>29,951</td>
<td>2,102</td>
<td>7.6</td>
</tr>
<tr>
<td>44</td>
<td>Retail Trade</td>
<td>21,029</td>
<td>22,300</td>
<td>1,271</td>
<td>6.0</td>
</tr>
<tr>
<td>72</td>
<td>Accommodation and Food Services</td>
<td>17,345</td>
<td>18,452</td>
<td>1,107</td>
<td>6.4</td>
</tr>
<tr>
<td>23</td>
<td>Construction</td>
<td>5,220</td>
<td>5,918</td>
<td>698</td>
<td>13.4</td>
</tr>
</tbody>
</table>

Employer Needs in Key Industry Sectors

Moving forward, EWIB identifies the Healthcare and Manufacturing industries as priority sectors for regional workforce development efforts for the next few years for several reasons: 1) Projections anticipate regional employment growth in both sectors in the coming years (see Table #4 above); 2) Both industries offer career pathway opportunities, as entry-level jobs may lead to higher-wage careers; and 3) Jobs in both industries (particularly manufacturing) have high employment multipliers which increase the impact of employment growth in these industries on the overall economy. The following paragraphs therefore focus on these two priority sectors.

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Growth in the Healthcare Sector. Healthcare reform, along with age demographic and workforce shifts, will continue to increase employer demand for qualified workers across a range of healthcare occupations. This statement applies to the country, the state, and the region. As shown in Table #4, the healthcare sector is projected to dominate the five as the second-fastest growing job sector in the region. Occupations within these sectors often offer opportunities to their employees to pursue careers rather than merely employment. For example, a worker trained as a personal care technician or a certified nursing assistant could, through on-the-job training, and experience, advance to a role as a medical assistant or even a licensed practical or vocational nurse. Facilitating the successful use of these career pathways is a focus of EWIB.

Through funding provided by the Affordable Care Act, EWIB currently participates in the Health Profession Opportunity Grant program, offering programs and services focused on training workers for positions in in-demand healthcare careers. Table #5 shows projected in-demand occupations within the healthcare sector from 2014-2024. Among the most in-demand occupations are registered nurses, health technologists and technicians, and medical assistants.

Table #5: Top Five Projected Local In-Demand Healthcare Occupations (SOC Code)

<table>
<thead>
<tr>
<th>SOC</th>
<th>Local Occupation</th>
<th>Estimated 2012</th>
<th>Projected 2022</th>
<th>10-year ∆ #</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>29-2000</td>
<td>Health Technologists and Technicians</td>
<td>3,623</td>
<td>4,286</td>
<td>663</td>
<td>18%</td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>2,917</td>
<td>3,282</td>
<td>370</td>
<td>13%</td>
</tr>
<tr>
<td>31-1000</td>
<td>Nursing, Psychiatric, and Home Health Aides</td>
<td>3,171</td>
<td>3,507</td>
<td>336</td>
<td>11%</td>
</tr>
<tr>
<td>31-9092</td>
<td>Medical Assistants</td>
<td>297</td>
<td>1,062</td>
<td>265</td>
<td>33%</td>
</tr>
<tr>
<td>29-2061</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>997</td>
<td>1,162</td>
<td>165</td>
<td>17%</td>
</tr>
</tbody>
</table>

Table #5: Top Five Projected Local In-Demand Healthcare Occupations (Level 4 SOC Code)

<table>
<thead>
<tr>
<th>SOC</th>
<th>Local Occupation</th>
<th>Base Employment 2014</th>
<th>Projected Employment 2024</th>
<th>10-year ∆ #</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>29-1069</td>
<td>Physicians and Surgeons, All Other</td>
<td>1,014</td>
<td>1,156</td>
<td>142</td>
<td>14%</td>
</tr>
<tr>
<td>31-9092</td>
<td>Medical Assistants</td>
<td>565</td>
<td>683</td>
<td>118</td>
<td>21%</td>
</tr>
<tr>
<td>29-2041</td>
<td>Emergency Medical Technicians and Paramedics</td>
<td>373</td>
<td>437</td>
<td>64</td>
<td>17%</td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>3,232</td>
<td>3,287</td>
<td>55</td>
<td>2%</td>
</tr>
<tr>
<td>31-9011</td>
<td>Massage Therapists</td>
<td>529</td>
<td>581</td>
<td>52</td>
<td>10%</td>
</tr>
</tbody>
</table>

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Eastern CT Workforce Investment Board (EWIB)

Growth in the Manufacturing Sector. CTDOL projects 26.7% growth for the manufacturing sector from 2014-2024. However, these projections exclude large government defense contracts recently procured by Electric Boat and its supply chain. Electric Boat now projects to grow from 13,000 to 18,000 workers by 2030 due to the U.S. Navy 30-year plan and need for submarines. This growth will require EB to hire an estimated 500 new and replacement workers annually, on average, at EB’s Connecticut facility EB’s expansion will fuel additional regional manufacturing growth, as manufacturers in EB’s supply chain will grow to respond to increased orders from EB. A February 2016 survey of Eastern Advanced Manufacturing Alliance (EAMA), members revealed that 11 of the 17 responding EAMA employers surveyed are currently hiring, and 16 of 17 employers indicated plans to hire during the next three years. In-demand positions among EAMA members include welders, machinists, operators, technicians, and engineers.

“We are at an all-time high with our numbers of full time employees. We see this trend continuing to grow.”
-EAMA Member Employer

“We need to add younger employees with great skills and responsibility to replace and or work with the aging workforce we currently have.”
-EAMA Member Employer

Knowledge and Skills Analysis

Knowledge & Skills for Healthcare Sector. Many in-demand positions within the health and personal care sectors (e.g. Certified Nursing Assistants, Medical Assistants, Nursing Assistants, Patient Care

Figure A: 12 Month Percent Change in Employment, Manufacturing, Private Sep 2014 – Sep 2015

Technicians, Pharmacy Technicians, Community Health Workers) require only a post-secondary certificate (and only a high school diploma or equivalent as pre-requisites), making them ideal positions for which to train unemployed or underemployed workers. These occupations play an increasingly vital role in successful healthcare delivery assisting doctors and nurses in caring for patients.

**Knowledge & Skills for Manufacturing Sector.** Eastern Connecticut’s industry-driven manufacturing partnership has facilitated a great deal of communication among the region’s manufacturing industry and education & training providers about the skills needed by manufacturing employers. Together, industry and education partners have determined that approximately 70%–80% of the preparation needed for many of the jobs to be filled by regional manufacturing employers can be provided by education, training, and workforce development partners. The remaining 20%–30% of preparation must be provided by individual employers. Figure A provides an example of this framework related to sheet metal manufacturing.9

Figure B: Example Framework for Sheet Metal Manufacturing

![Example Framework for Sheet Metal Manufacturing](image)

**B. Local Employment and Labor Force Analysis**

**Local Wage Information.** Average wages for all industries within the region has grown by 3.7% from 2009-2013, approximately half as much as average wages statewide (7.8%). The largest wage growth in the region occurred in the manufacturing industry, increasing by an average of $7,662 from 2009 to 2013 (an increase of 10.5%). Table #6 shows the region has the lowest total average wages (shown in orange) of all five regions in the state, and the lowest average wages for six of the ten major industry sectors in the state.

Table #6: Major Industry Sector Annual Average Wage by (2013)10

<table>
<thead>
<tr>
<th></th>
<th>CT</th>
<th>MA</th>
<th>NC</th>
<th>NW</th>
<th>SC</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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9 Figure A was developed by Three Rivers Community College in consultation with the CEO of an EAMA member company.

Local Wage Information. Average wages for all industries within the region grew by 7.7% from 2012-2016 compared to statewide average wage growth of 6.1%. The largest wage growth in the region occurred in the management industry, increasing by an average of $17,783 from 2012 to 2016 (an increase of 36.7%). Table #6 shows the region has the lowest total average wages (shown in orange) of all five regions in the state, and the lowest average wages for eleven of the nineteen major industry sectors in the state. The regions with the highest total average wages are shown in green.

Table #6: Major Industry Sector Annual Average Wage by (2016)\(^\text{11}\)

<table>
<thead>
<tr>
<th>Industry</th>
<th>EA</th>
<th>NH</th>
<th>NW</th>
<th>SC</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total, All Industries</td>
<td>50,468</td>
<td>64,226</td>
<td>54,043</td>
<td>56,188</td>
<td>88,999</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>37,473</td>
<td>31,751</td>
<td>34,370</td>
<td>31,678</td>
<td>43,257</td>
</tr>
<tr>
<td>Mining</td>
<td>55,015</td>
<td>67,644</td>
<td>86,687</td>
<td>55,993</td>
<td>71,869</td>
</tr>
<tr>
<td>Utilities</td>
<td>121,379</td>
<td>114,270</td>
<td>112,557</td>
<td>105,359</td>
<td>105,920</td>
</tr>
<tr>
<td>Construction</td>
<td>66,211</td>
<td>68,270</td>
<td>64,568</td>
<td>65,777</td>
<td>66,090</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>83,909</td>
<td>79,676</td>
<td>70,406</td>
<td>70,996</td>
<td>93,137</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>75,392</td>
<td>74,102</td>
<td>78,535</td>
<td>78,291</td>
<td>128,315</td>
</tr>
<tr>
<td>Retail trade</td>
<td>28,251</td>
<td>30,816</td>
<td>31,308</td>
<td>31,285</td>
<td>41,594</td>
</tr>
<tr>
<td>Transp. and warehousing</td>
<td>46,286</td>
<td>44,086</td>
<td>33,731</td>
<td>44,298</td>
<td>60,548</td>
</tr>
<tr>
<td>Information</td>
<td>55,581</td>
<td>102,321</td>
<td>107,089</td>
<td>77,307</td>
<td>114,212</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>69,190</td>
<td>128,149</td>
<td>91,296</td>
<td>89,026</td>
<td>270,381</td>
</tr>
<tr>
<td>Real estate /rental/leasing</td>
<td>40,263</td>
<td>67,225</td>
<td>50,000</td>
<td>56,302</td>
<td>103,893</td>
</tr>
<tr>
<td>Prof. and tech. services</td>
<td>89,503</td>
<td>92,907</td>
<td>105,418</td>
<td>92,614</td>
<td>117,293</td>
</tr>
<tr>
<td>Management</td>
<td>66,265</td>
<td>117,977</td>
<td>121,634</td>
<td>136,224</td>
<td>249,951</td>
</tr>
<tr>
<td>Admin. &amp; waste manag.</td>
<td>35,619</td>
<td>39,775</td>
<td>39,431</td>
<td>42,619</td>
<td>53,271</td>
</tr>
<tr>
<td>Educational services</td>
<td>51,522</td>
<td>48,122</td>
<td>45,182</td>
<td>77,991</td>
<td>53,481</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>46,590</td>
<td>51,917</td>
<td>48,723</td>
<td>50,930</td>
<td>55,022</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation</td>
<td>26,446</td>
<td>20,388</td>
<td>25,779</td>
<td>24,421</td>
<td>35,242</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>20,144</td>
<td>19,954</td>
<td>19,878</td>
<td>20,135</td>
<td>25,067</td>
</tr>
<tr>
<td>Other services</td>
<td>27,588</td>
<td>34,908</td>
<td>28,204</td>
<td>31,218</td>
<td>35,497</td>
</tr>
</tbody>
</table>

2015 data shows the region’s largest projected growth industry, Education, Training, and Library Occupations had an average annual wage of $26.75 per hour and an entry level hourly wage of $12.31.

<table>
<thead>
<tr>
<th>SOC</th>
<th>Local Job Sector</th>
<th>Average Wage $/Hr</th>
<th>Entry Level $/Hr</th>
<th>$/Yr</th>
<th>Entry Level $/Yr</th>
<th>$/Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-0000</td>
<td>Education, Training, and Library Occupations</td>
<td>26.75</td>
<td>12.31</td>
<td>55,638</td>
<td>25,600</td>
<td></td>
</tr>
<tr>
<td>29-0000</td>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>40.18</td>
<td>21.62</td>
<td>83,590</td>
<td>44,966</td>
<td></td>
</tr>
<tr>
<td>47-0000</td>
<td>Construction and Extraction Occupations</td>
<td>24.49</td>
<td>16.49</td>
<td>50,938</td>
<td>34,293</td>
<td></td>
</tr>
<tr>
<td>31-0000</td>
<td>Healthcare Support Occupations</td>
<td>16.56</td>
<td>12.45</td>
<td>34,643</td>
<td>25,894</td>
<td></td>
</tr>
<tr>
<td>39-0000</td>
<td>Personal Care and Service Occupations</td>
<td>14.12</td>
<td>9.19</td>
<td>29,371</td>
<td>19,109</td>
<td></td>
</tr>
</tbody>
</table>

Public Benefits. Overall, the number of Supplemental Nutrition Assistance Program (SNAP) recipients in Connecticut and Eastern Connecticut started to decrease in 2015 after increasing by 2.2% from 2013 to 2014, and increasing by 10.2% from 2012 to 2014. From 2015 to 2016, the number of SNAP recipients in Connecticut decreased by 1.7%, and the number of SNAP recipients in the Eastern region decreased by 3.3%. In 2016, 12% of the state’s SNAP participants lived in the region, representing roughly 11% of the region’s overall population - mirroring that of the state as a whole. This is the lowest percentage of participating residents among all five regions in Connecticut.

Demographics. In 2016, roughly 8,662 people received services at one of the four American Job Centers (AJCs) in Eastern Connecticut. Of those, 47% were male, 53% female, 18% Hispanic, 68% white, 14% black, and 1% Asian. Four percent (4%) of AJC participants were veterans, and 7% were disabled. The largest percentage of AJC participants were between the ages of 22 and 39 years old (49%), 38% were age 40-59, 7% were age 60 and older, and 8% of participants were age 21 or younger.

Overall, the region’s aggregate 4-year graduation rate is 88%, slightly higher than the state average of 87.4%. In terms of educational attainment for AJC participants, 18% did not have a GED or a high school diploma, 45% had a high school diploma or GED, 20% had some post-high school education, and 12% held a college degree. 

C. Workforce Development and Training Activities Analysis

American Jobs Center-East workforce development activities benefit jobseekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, public assistance recipients, non-custodial parents, and employers. American Jobs Center-East enables customers to easily access the information and services they need through the One-Stop service delivery concept. The purpose of these activities is to promote and increase the employment, job retention, earnings, and occupational skills of participants. This, in turn, improves the quality of the workforce, reduces welfare dependency and unemployment, and improves the productivity competitiveness and quality of life in the region.

The following sections discuss the workforce development activities in the region for both jobseekers (including youth jobseekers) and employers.

Jobseekers

American Jobs Center-East Career Centers programs and services for jobseekers include:

- **General Workshops.** AJC-East Career Centers offer a wide array of workshops at no cost. These workshops range from job search topics such as resume writing, behavioral interviewing techniques, and job search tactics to educational refreshers and out of school youth workshops.

- **General Employment Services.** The AJC-East Centers offer a range of services to assist jobseekers in their job search including: employer referrals and recruitment, job placement, referrals to support services or other providers and programs, as well as providing access to a computer lab and resource library equipped with printers, faxes, and phones. Additionally, AJC-East offers advisory services through career counselors and several advisors specialized in areas such as STEM, WIOA, financial aid, veterans’ affairs, older worker programs, and disabilities.

- **Human Services Integration Specialist.** Professional staff serve vulnerable One-Stop customers by providing a holistic approach that addresses not only customers’ employment and educational needs, but their basic needs as well. The original pilot project improved coordination of services and helped customers achieve economic self-sufficiency. The services are delivered at all three AJC-East Centers. The staff conduct an in-depth interview, identify appropriate linkages to programs and services that customers may be eligible for (e.g. SSI disability, subsidized housing, community-based services including child-care and transportation). This includes assisting customers apply for these services, follow-up to ensure that customers are receiving the needed services, and actively support each customer as they pursue their goals ~ with a focus on helping them learn to help themselves. Staff facilitates the development of a plan that enables access to a broad array of services and focuses on achievement of specific, attainable customer-defined goals and outcomes. Staff incorporate services for customers with disabilities and are required to maintain EWIB’s Employment Network, as defined by Social Security’s Ticket-to-Work Program. Staff help customers with disabilities navigate through the enormous challenges of seeking work. These Centers provide information, training and other employment-related services at a single customer-friendly location. This program works to achieve seamless, comprehensive, and integrated access to services, creating systemic change, and expanding the workforce development system's capacity to serve customers with disabilities and employers.

The Human Services Integration Specialist is knowledgeable on a broad range of federal, state, local and private work incentives and other employment support programs and services. The Eastern Region Specialist offers an informative workshop, DIRECT, at each of the three AJC-East Career Centers. The purpose of this Workshop is to increase accessibility to the AJCs by empowering customers through information on resources that are available to individuals with disabilities. The workshop includes information on the following: AJC-East Career Centers, the State Bureau of Rehabilitation Services (BRS), Protection and Advocacy for Beneficiaries of Social Security (PABSS), Social Security Administration (SSA) Work Incentives, Connect to Work Centers, the Connect-Ability website, the Disabilities Network of Eastern Connecticut (DNEC), and an array of Resource Snapshots Materials.

- **Youth Services.** EWIB’s youth services and initiatives are developed and overseen by a Youth Committee. The Committee is comprised of Board Members, partners, and stakeholders from the community who all share a mission to promote, advocate for, and support collaborative
opportunities that enable all the region’s youth to acquire the necessary skills to transition into the workforce, further their education and training and pursue their careers to become productive, responsible citizens. EWIB youth initiatives and programs link closely to the local labor market needs and community youth programs and services, with strong connections between academic and occupational learning. Youth programs promote leadership development and citizenship through voluntary community service opportunities.

- **WIOA In-School Youth Program.** EASTCONN, in collaboration with New London Youth Affairs and Norwich Human Services, engages and prepares in-school youth from the Windham, Danielson, Norwich and New London area (aged 16-19, a high school junior or senior who meet the WOIA eligibility guidelines and have barriers to employment). The program provides a continuum of services using a case management model within a pipeline structure identifying career pathways for the delivery of year-round services. The premise of this program is linked to keeping the participant in school while providing direction and focus toward the world of education and work after high school graduation. Due to the individualization of the program, the year-round component of the program includes, but is not limited to:
  - Academic Support, Career Assessment and Transition Planning
  - Career exploration and labor market information in the form of career inventories, field trips and job shadowing, to explore emerging industry fields along with visits to colleges, technical schools and businesses to promote further education
  - Job placement/internship/work based learning opportunities,
  - Portfolios documenting all components of the program
  - Financial Literacy, Basic Skills in Reading and Math and Life Skills Training
  - Youth Mentorship with a caring adult
  - Leadership and team building skill development

An integral component of the program is the paid internship experience. The internship portion of the program is a continuation of year-round activities and allows the participant to put into practice his/her year-long learning specific to a pipeline. Participants will apply and be interviewed for individualized work site internships (up to 25 hours per week during the summer and between 6-15 hours per week during the school year) that are related to the youth’s career ladder/pipeline interests, and foster growth in work readiness skill development.

The Bureau of Rehabilitation Services (BRS) is a member of EWIB’s Youth Committee, as well as a partner for youth with disabilities in the Eastern region. BRS and EWIB’s In-School Youth providers coordinate referrals and services based on the needs of the youth. BRS and EWIB also coordinate on referrals for the Summer Youth Employment Programs that each operates. BRS will provide required supports for their consumers enrolled in EWIB programs.

- **WIOA Out of School Youth Program.** EASTCONN Adult Education, in collaboration with the Thames Valley Council for Community Action (TVCCA) and New London Adult Education, delivers a comprehensive system of education, training, and individualized support to youth ages 17-24 who meet the EWIB’s certification criteria. Using a career ladder approach, which consists of learning designed to improve earning potential, youth realize enhanced education and employment opportunities to improve quality of life.
The program, based on a coordinated case management/education model, provides comprehensive assessment and a customized employment plan and services to facilitate the attainment of the WIOA performance goals. Services include but are not limited to: education to include earning a high school credential if necessary, work-based learning opportunities, job search assistance, leadership opportunities, transitional assistance to post-secondary opportunities and employment, financial support for post-secondary trainings and financial support as appropriate to address a variety of other barriers.

Program sites are conveniently located in Willimantic, Danielson, Norwich, and New London.

BRS and EWIB coordinate services for Out-of-School Youth with disabilities as appropriate, and when needed. New services or programs are presented at EWIB’s monthly Partner meetings with supervisors from all entities in the Centers. EWIB also operates the U.S. Social Security Ticket-to-Work Program, an employment program for adults (18+) with disabilities at the American Job Centers, and has an MOU with BRS specific to that program.

- **Summer Youth Program.** This short term summer work experience for eligible youth aged 14-21 years old is available for the Eastern Connecticut region. Participants in the Program work 15-25 hours per week for minimum wage for approximately five weeks. The program offers youth an employment opportunity where s/he can find the link between work and school. Employers are committed to providing a job experience that is learning rich, and youth will receive an evaluation during their experience. Businesses within the Willimantic, Danielson, Norwich and New London labor markets have provided a variety of project opportunities for the Summer Youth Employment and Training Program applicants.

- **Early College Opportunities Program.** See page 23 for a complete description of the regional Early College Opportunities program, including EWIB’s role in this cross-system initiative.

- **Youth with Disabilities** are served within EWIB’s In School Youth and Out of School Youth Programs as well as EWIB’s coordination with Bureau of Rehabilitation Services (BRS) and other agencies working collaboratively. Please see WIOA In School Youth and WIOA Out of School Youth Program descriptions above.

- **TANF/Jobs First Employment Services.** Eastern region Adult Education agencies (EASTCONN, New London Adult Education, and TVCCA) administer the TANF/JFES Program. The program works with TANF recipients faced with barriers in their pursuit of education and employment, including learning disabilities, lack of basic skills, and English language deficiencies.

- **Dislocated Worker Services.** EWIB Staff provide employment assistance for low income adults & dislocated workers. This includes outreach, recruitment, certification, assessment, case management, employment plan development, job search assistance, referral to services identified in the employment plan, as well as client tracking to show implementation of the plan. Staff are also responsible to assist clients with the provision of training services through Individual Training Accounts (ITA) vouchers, support service coordination, employment plan updates, including job search assistance, and post-program follow-up. Staff are required to provide case management services and a minimum of 12 months of follow-up for all registered clients. Additional activities may be required, such as: enrolling clients in OJT (On-the-Job Training).
programs, facilitating AJC-East workshops, providing extensive outreach and recruitment, and providing partner services to unregistered core clients, including referrals, transportation certification, and enrollment. Staff also focus on assisting customers with job search support and placement activities and work closely with Business Services Team, as well as Technology provider to ramp-up placement activity.

**Employers**

EWIB provides services to its business customers through a partnership of the Connecticut Department of Labor and the six area Chambers of Commerce in the Eastern region. The Business Services Team is a development of this collaboration. This team was created in response to the ever-increasing needs of the business sector customers. These four members cover the 41-town area of Eastern Connecticut.

Business Services offer a core set of services, such as:

- **On-the-Job Training (OJT) & Subsidized Employment.** OJT programs offer area employers a unique opportunity to hire screened applicants, while saving a substantial amount of money on training costs. On-the-Job Training contracts are paid for by EWIB, which reimburses the employer 50% – 90% of the employee’s wages during a set training period. OJTs are possible in just about every occupation that requires some level of technical skill. Many of these jobs are in advanced manufacturing or technology, or are engineering related.

- **Incumbent Worker Training.** EWIB promotes Incumbent Worker Training (IWT) provided by the Connecticut Department of Labor for businesses in Eastern Connecticut who want to train their workforce. Training grants are awarded on a competitive basis, and priority is given to economically vital industries who employ workers in high growth occupations or create opportunities for employees to move up in their career ladders. IWT programs may include training designed to increase the basic skills of employees including, but not limited to, training in written and oral communication, mathematics or science, or training in technical and technological skills. IWT grants are structured to be flexible to meet the business’s training objectives.

- **STEP UP.** Connecticut’s Subsidized Training and Employment Program (STEP UP) provides wage and training subsidies to employers that hire an unemployed jobseeker. The program helps small businesses hire employees and expand their workforce through wage subsidies and training grants.

- **Other Business Services** offered by EWIB includes: information on tax credits, labor market information, online training for current employees, electronic classified advertising, employer recruitment/job fairs, rapid response team/downsizing, and Trade Adjustment Assistance Act (TAA).

- **Online Education and Training.** Please see page 34 for information on Metrix Learning, EWIB’s online learning management software.

**D. Gap Analysis**

1. **Limited Short-Term Training Options for Priority Industry Sectors.** Despite significant recent State and Federal investments in regional advanced manufacturing training, employers and jobseekers report that the duration of current training options does not allow the education/training system to respond to industry’s immediate needs, and most adult
jobseekers cannot commit to long-term training due to immediate financial obligations and the likelihood of exhausting unemployment benefits.

In response to this gap, a partnership convened by EWIB and comprised of manufacturing employers, community colleges, technical high schools, and workforce development partners, among others, developed a short-term customized training program designed to address a massive need for skilled trades workers at Electric Boat (EB) and other members of the Eastern Advanced Manufacturing Alliance (EAMA). A U.S. Department of Labor Workforce Innovation Fund grant supports this initiative. EWIB will monitor the implementation of this effort, and will apply lessons learned to future hiring surges in other sectors (e.g., healthcare), as appropriate.

2. Limited Transportation Infrastructure. Low-income, elderly, and disabled persons often lack the transportation required to acquire and maintain employment. Transportation problems can be more challenging in rural areas that lack public transit systems and commuting distances generally are longer than in urban areas. TANF recipients and other low-income residents are also less likely to own an automobile. Transportation-related barriers to employment include: 1) time gap which refers to the hours that public transit services are available and the business hours of employers; 2) geographic gap which refers to areas where there are little to no transit services; 3) information gap which refers to places where information on transit services is unavailable or confusing; and 4) child care gap which refers issues related to finding transportation to their children’s daycare facilities (or other necessary services). Nearly 25% of Eastern Connecticut residents commute 35 miles or greater to their places of employment (the highest among all five regions and statewide), and 27% between 10-24 miles.14 Additionally, among lower income residents (an income of $15,000 or less) of Greater New London, 43% indicated they had access to a car when needed “sometimes or never at all.”15

In response to this gap, EWIB convened 20 transportation partners (many of which serve with EWIB on the ECTC). Together, this group established the Transportation-to-Work program. Through a centralized broker the program provides services such as mileage reimbursement, bus tokens, and car-based solutions such as car repairs. Nearly 2,300 riders take advantage of these vital programs annually, and dozens of regional organizations utilize the Transportation-to-Work program for their customers.

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15 DataHaven 2015 Connecticut Community Wellbeing Survey
III. EWIB Vision, Goals, and Strategies

A. Vision and Goals

EWIB’s vision and goals: 1) align with those in the Connecticut Workforce Innovation and Opportunity Act (WIOA) Unified State Plan; 2) consider conditions in Eastern Connecticut (described in the previous section); 3) respond to the unique needs of regional jobseekers and employers; and 4) reflect EWIB’s innovative approach.

Vision

*Eastern Connecticut will create and sustain the global economy’s best-educated, most-skilled, highest-productive workforce, capable of pursuing rewarding careers, such that every business has access to a qualified, skilled, job-ready workforce.*

This vision mirrors the vision asserted by Governor Dannel Malloy as a policy priority upon taking office in 2011, which also serves as the vision in the State of Connecticut WIOA Unified State Plan. The vision reflects EWIB’s dual focus on developing a highly-competent workforce (supply) and simultaneously meeting the talent demands of the region’s employers (demand).

Goals

The Connecticut WIOA Unified State Plan brings focus to the Governor’s broad vision by outlining four overarching and complementary goals to guide the State’s workforce efforts: 1) Support business growth; 2) Strengthen the current workforce; 3) Develop future talent; and 4) Transform system capacity.

EWIB’s goals align with the State goals while reflecting the innovative approaches EWIB embraces to achieve its vision for regional jobseekers and employers.

1. **Prioritize continued investment into growing industry sectors that stimulate economic growth and offer career pathways, and prepare to identify other sectors positioned for growth.** The manufacturing and healthcare industries represent the two primary catalysts for economic growth in Eastern Connecticut while offering workers pathways to careers that can sustain their families. EWIB therefore prioritizes these industries, including through six current federal grant projects that focus on these sectors specifically and/or occupations requiring science, technology, engineering and math (STEM) competencies. EWIB will also continue to work with other sectors to monitor their demand potential, and will replicate elements of its manufacturing and healthcare strategies to respond to the emergence of other sectors as key areas for investment.

2. **Practice demand-driven workforce development.** EWIB plays a vital role as a bridge between employers and education & training providers in Eastern Connecticut. In this role, EWIB will continue to help employers communicate their current and future talent needs to education and training providers, and will continue to hold these providers accountable for delivering workers with the specific competencies employers need. EWIB and its education/training provider partners will accomplish this via comprehensive and targeted training programs, workshops, and other tools. In Eastern Connecticut, the days of “training and praying” are long gone – as WIOA emphasizes, training must be driven by employer demand.

3. **Develop a talent warehouse.** EWIB will continue to work with its partners across the educational continuum to support the development of a short- and long-term pipeline of young people and adults with the general STEM competencies and occupation-specific skills to fuel the continued growth and vitality of the regional manufacturing and healthcare industries. EWIB will replace the
“labor force attachment” approach necessitated by high-volume/lower-wage job markets with skill access opportunities and pathways that create opportunity for entry to the middle class.

4. **Continue to increase internal efficiency and service delivery partnerships.** Since 2008, EWIB has increased its overall revenue from $6.2 million to $15.5 million, primarily by increasing its federal revenue nearly fourfold. Over roughly the same time period, EWIB’s revenue per employee has increased to $1.29 million (+78% from 2008 levels) as EWIB has increased the efficiency of its operations while leveraging partner expertise to enhance service delivery. EWIB will continue to pursue efficiencies and strengthen real partnerships to increase the funding available for services while delivering the integrated, cross-system workforce development responses prioritized under WIOA.

Table #8. Summary of EWIB Plan Goals and Strategies

<table>
<thead>
<tr>
<th>State Plan Goal</th>
<th>EWIB Plan Goal</th>
<th>EWIB Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Support business growth</td>
<td>1. Prioritize investment into growing industry sectors, and prepare to identify other sectors positioned for growth</td>
<td>Prioritize the manufacturing and healthcare industries as the two primary catalysts for regional economic growth; Continue to work with other sectors to monitor their demand potential</td>
</tr>
<tr>
<td>2. Strengthen the current workforce</td>
<td>2. Practice demand-driven workforce development</td>
<td>Increase the supply of workers with in-demand competencies by partnering with industry and education/training providers via comprehensive and targeted training programs, workshops, and other tools</td>
</tr>
<tr>
<td>3. Develop future talent</td>
<td>3. Develop a talent warehouse</td>
<td>Support a talent pipeline to fuel the continued growth of the regional manufacturing and healthcare industries by replacing the “labor force attachment” approach necessitated by high volume/lower wage job markets with skill access opportunities and pathways that create opportunity for entry to the middle class</td>
</tr>
<tr>
<td>4. Transform system capacity</td>
<td>4. Increase efficiencies and service delivery partnerships</td>
<td>Increase funding for delivery of integrated services through efficiencies and service delivery partnerships</td>
</tr>
</tbody>
</table>

**Process Used to Develop Vision and Goals**

Strategic planning represents a continuous process for EWIB. EWIB planning processes involve a broad range of workforce development stakeholders not only through the EWIB Board of Directors and Performance, Accountability and Planning Committee, but also through planning bodies responsible for designing, overseeing, and (to a great extent) implementing specific initiatives that enable EWIB to realize its strategic goals.

Two EWIB Performance, Accountability and Planning Committee sub-committees illustrate this approach: The Manufacturing Pipeline Sub-Committee oversees the Eastern Connecticut Manufacturing Pipeline Initiative and the Healthcare Pipeline Sub-Committee oversees the regional Healthcare Pipeline Initiative. To promote alignment and continuity across all levels of EWIB’s strategic leadership, these sub-committees are comprised largely of members of the EWIB Board of Directors and the Performance, Accountability and Planning Committee (e.g., 10 EWIB Board members serve on the Manufacturing Pipeline Sub-Committee). Through their leadership on the two pipeline initiatives, these sub-committees have embodied the EWIB goals.
Eastern CT Workforce Investment Board (EWIB)

**Eastern Connecticut’s Industry-Driven Manufacturing Partnership.** The following paragraphs provide an illustrative example of the ongoing, collaborative process EWIB utilizes to develop its vision and goals, describing the evolution of the partnership that now exists as the Manufacturing Pipeline Sub-Committee.

>“Coming together is a beginning; keeping together is progress; working together is success.”
>-Henry Ford

The partnership now responsible for overseeing implementation of EWIB’s U.S. Department of Labor-funded Workforce Innovation Fund (WIF) grant project – the Eastern Connecticut Manufacturing Pipeline Initiative – has developed over the past eight years. EWIB first convened the partnership to develop a Regional Strategic Plan under a USDOL **Regional Innovation Grant (RIG)** planning process that began in 2008. Through the RIG, EWIB brought together employers, education and training providers, and workforce development entities in Eastern Connecticut, Southern Rhode Island and Central Massachusetts (the Electric Boat workforce catchment area) to document employer STEM needs and ensure that training programs respond directly to those needs. EWIB has since sustained the RIG partnership in various forms to support a variety of STEM- and manufacturing-related initiatives: a) From 2009 to 2012, EWIB served as lead partner of the statewide **CT STEM Jobs** initiative, one of five USDOL “STEM Opportunities in the Workforce System” grants nationally; b) EWIB currently partners with the Workforce Alliance and industry and community college partners on the **STEM OJT Initiative**, a USDOL H-1B grant that uses on-the-job training (OJT) resources to put long-term unemployed workers back to work on career paths in STEM fields; and c) In July 2015, Connecticut received designation under the federal **Investing in Manufacturing Communities Partnership (IMCP)** program to implement a broad plan to support Connecticut’s manufacturing sector, with a strong focus on shipbuilding generally and Electric Boat specifically.

In response to a massive need for skilled trades workers at Electric Boat and other members of the Eastern Advanced Manufacturing Alliance (EAMA) and a gap in the regional training infrastructure, in January 2015 EWIB formally re-convened the partnership. The full partnership meets regularly to develop a plan to meet the hiring needs of Electric Boat and other EAMA employers by developing and implementing a short-term customized training program that complements existing manufacturing pipeline activities. Thanks to EWIB’s leadership and the partnership’s ability to quickly mobilize a promising strategy, in October 2015 EWIB earned one of just six USDOL Workforce Innovation Fund (WIF) grant awards to implement the **Eastern Connecticut Manufacturing Pipeline Initiative**. See page 24 for a detailed description of the Manufacturing Pipeline Initiative.

Pipeline Initiative partners include EWIB (the convening partner), Electric Boat, EAMA (which represents 52 area manufacturers), Quinebaug Valley Community College, Three Rivers Community College, the Board of Regents for Higher Education Advanced Manufacturing Centers, the State Technical High School System, the Connecticut Department of Labor (including the Office of Apprenticeship Training and Office for Veterans Workforce Development), the State Department of Economic and Community Development, and the Southeastern Connecticut Enterprise Region, as well as organized labor representatives. Ten EWIB Board members also serve on the Pipeline Initiative Sub-Committee.

Most Pipeline Initiative partners have been involved in collective planning and implementation efforts since the RIG began in 2008, and all partners remain committed to working together long-term to match workforce and training efforts to manufacturing industry needs. The partnership’s strength, staying power, and effectiveness inspired U.S. Labor Secretary Perez to call it a national model for industry-driven partnerships among employers, education and training providers, and workforce development partners during his May 28, 2015 visit to Electric Boat to learn about the Pipeline Initiative.
B. Strategies

EWIB embraces the guiding principles laid out in Connecticut’s WIOA Unified State Plan: 1) Be business-driven and customer-focused; 2) Collaborate among partners and stakeholders; 3) Innovate, including using technology and new approaches; 4) Use data and evidence to shape strategy; and 5) Strive for continuous improvement. The following pages highlight several workforce development efforts currently taking place in Eastern Connecticut that illustrate one or more of these guiding principles, as well as EWIB’s “skills superhighway” approach to achieving its four goals described earlier.

Figure E provides a high-level picture of the regional competency-based “skills super highway” and the initiatives that support each stretch of this highway. The subsequent pages offer case studies describing “on-ramps” EWIB and its partners have built for adults (e.g., new workers, dislocated workers, individuals with disabilities, career changers, veterans) as well as youth (middle and high school) and young adults (college) through collaborative efforts that illustrate EWIB’s innovative, integrated, demand-driven approach to workforce development.

CASE STUDY 1: The Eastern Advanced Manufacturing Alliance (EAMA)

The new Workforce Innovation and Opportunity Act (WIOA) places greater emphasis on businesses as central customers of the public workforce system, and on the importance of a demand-driven approach to workforce development. An ongoing partnership between EWIB and the Eastern Advanced Manufacturing Alliance (EAMA) highlights EWIB’s embrace of these two WIOA priorities long before WIOA took effect in July 2015.

Eastern CT Workforce Investment Board (EWIB)
The Eastern Advanced Manufacturing Alliance (EAMA) is a non-profit organization comprised of manufacturers in Eastern Connecticut. EAMA has a mission “to strengthen the regional advanced manufacturing industry by harnessing the collective energy of regional manufacturers through career awareness, workforce development, advocacy, and member education activities.” EAMA provides a forum for manufacturers to articulate their collective education and workforce training needs directly to EWIB, Quinebaug Valley Community College (QVCC), Three Rivers Community College (TRCC), and the Connecticut Technical High School System, among others. EAMA also creates a platform for its diverse group of more than 50 member companies – which employ more than 12,000 workers – to speak with one voice to advance the region’s manufacturing agenda.

EWIB has long supported EAMA’s growth and role in shaping regional manufacturing education and training priorities, primarily by bringing EAMA companies together with the regional community colleges to ensure the colleges’ understanding of employer needs. EWIB served as an active EAMA member since EAMA’s creation in 2010 (as the Quinebaug Manufacturing Institute), and has financially supported EAMA efforts to strengthen partnerships with regional employers, colleges, and school districts to promote manufacturing careers, education, and training. This helped catalyze EAMA’s increased relevance and accelerated growth, culminating in EAMA and EWIB successfully advocating for the inclusion of QVCC and TRCC in the winning $15 million Connecticut Advanced Manufacturing Initiative (CAMI) application to the U.S. Department of Labor (see page 26 for details).

In July 2014, EAMA and EWIB formalized their partnership by transferring EAMA communication duties from an EAMA member company to EWIB and moving EAMA’s home office from QVCC to EWIB. EWIB has since helped EAMA develop and maintain its new website (www.eamainc.org), run an annual video competition that pairs area high schools with EAMA companies, expand EAMA’s social media presence, and manage its administrative functions. The strategic alliance between EWIB and EAMA has also created opportunities to pursue federal workforce development, education and training funding, most notably a $6 million U.S. Department of Labor Workforce Innovation Fund grant targeted to the Eastern Connecticut Manufacturing Pipeline Initiative. The following text box describes another example of how EAMA has – through its membership and partnerships – positioned itself to rise to a variety of challenges in ways that support the region’s workers and communities while strengthening the regional workforce.

**EWIB and EAMA Work Together to Respond to Plant Closure**

In January 2016, WestRock Paper Mill announced plans to close its Uncasville plant, a move that would affect all 85 WestRock employees. EWIB and EAMA, along with the Connecticut Department of Labor, sprang into action, sponsoring a job fair at WestRock’s Uncasville plant on March 7, 2016 to provide employment related services and job connections to laid-off WestRock workers.

WestRock employees had the opportunity to meet with hiring representatives from several EAMA companies. The event enabled the impacted workers to learn about available opportunities and the potential match of their employment skills to current job openings. It is expected that many workers will gain employment, thus, mitigating the job loss thanks to this community response.

EAMA and EWIB view this opportunity to help the region’s families by quickly re-employing skilled manufacturing workers as an obvious win-win, as it helps address potential workforce needs of EAMA members who may be seeking some of these similar skill sets while minimizing the impact of a major plant closure on the region’s workers and communities.
**CASE STUDY 2: The Early College Opportunities (ECO) Program**

When workplace-based learning is connected to workplace exposure activities, a community can begin to transform learning and prepare students from underperforming school districts to obtain career success in the labor market. Connecting an academic course of study that has been shaped by fast-growing industries that are willing to hire students who successfully complete the specified courses helps to establish a real-world career pathway for students.

Recognizing the power of this model, the Connecticut State Colleges and Universities (CSCU) and the State Department of Education (SDE) collaborated to launch the Connecticut Early College Opportunities (CT-ECO) initiative in 2014. CT-ECO programs offer students of all backgrounds and abilities the unique opportunity to earn an industry-recognized, two-year postsecondary degree, along with their high school diploma, within a four- to six-year experience. This model enables students to master the academic, technical and workplace skills necessary to enter entry-level jobs in STEM industries or continue their education in four-year institutions. CT-ECO programs feature integrated high school and college coursework, along with workplace mentorship and internships, giving students access to a career ladder and laying the foundation for lifelong success. The collaboration between K-12, college and the workforce also helps to fill critical skills gaps in growth industries such as allied health, technology, and advanced manufacturing. By design, the post-secondary degrees awarded through CT-ECO programs come at no cost to the students.

Largely based on the strength of the region’s EWIB-brokered, industry-driven partnership among manufacturers, education and training providers, and workforce development partners, CSCU and SDE selected two Eastern Connecticut school districts as CT-ECO sites that launched in the fall of 2015. New London ECO offers students the opportunity to pursue a degree in Manufacturing Technology Studies or Mechanical Engineering Design through a partnership between the New London Public Schools and Three Rivers Community College. Windham ECO enables students to pursue a degree in Manufacturing Technology Studies or Mechanical Supply Chain through a partnership between the Windham Public Schools and Quinebaug Valley Community College. Electric Boat (EB) serves as the lead industry partner, along with the 52 other EAMA member manufacturers. EB designated an ECO Industry Liaison to facilitate workplace exposure opportunities such as internships and mentoring. EWIB solicited a generous 4-year, $160,000 donation from the Jeffrey P. Ossen Family Foundation to support a second ECO Industry Liaison to represent the other 52 EAMA member companies. EB and other participating EAMA companies will also offer hiring priority to students who complete the program.

In the fall of 2015, 62 students enrolled as part of the initial classes for the region’s two ECO programs, putting these students—who chose to pursue a different path than a four-year college program—on the road to economic and educational opportunity. By the spring of 2018, 127 students were enrolled in the two ECO programs (73 in Windham and 54 in New London). Early College programs such as ECO help to eliminate the need for remediation of high school graduates, make college attainable and affordable for all students, create robust pathways to prepare students for employment, meet the workforce needs of growth industries, and provide a nexus for coordination of youth aspects of Connecticut’s gubernatorial and legislative priorities.

The ECO initiative embodies the WIOA ideal of the public workforce system working with its partner systems (K-12 education, higher education, industry) to develop an integrated approach to meeting the needs of employers and the future workforce. EWIB will continue to embrace an instrumental role in the regional ECO programs, which provide an early on-ramp to the manufacturing skills superhighway and will ultimately help to achieve area growth objectives and strengthen the regional economy.
CASE STUDY 3: The Eastern Connecticut Manufacturing Pipeline Initiative

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

-Abraham Lincoln

In 2014, Electric Boat (EB), the world’s premier manufacturer of nuclear submarines, announced plans to grow from 13,000 to 18,000 workers by 2030 in response to the U.S. Navy’s 30-year plan. EB projected that this growth would require hiring an average of 520 new and replacement workers annually at EB’s Eastern Connecticut facility. In the absence of a strong partnership among industry, education/training, and workforce development partners, an announcement of this magnitude could easily have caused a panicked and disjointed response. Eastern Connecticut responded to this news with an integrated and collaborative plan, however, as EWIB immediately mobilized the regional industry-driven manufacturing partnership it has facilitated since 2008.

The partnership resumed regularly meeting in January 2015 to plan a coordinated response to EB’s looming hiring plans, as well as the resulting needs of the regional manufacturers in EB’s supply chain. The partnership quickly identified a gap in the education and training infrastructure: Despite State and Federal investments in regional advanced manufacturing training (e.g., CAMI), employers and jobseekers reported that the duration of available training options did not allow the education/training system to respond to industry’s immediate needs, and most adult jobseekers could not commit to long-term training due to immediate financial obligations and the likelihood of exhausting unemployment benefits.

In response, the partnership developed an innovative, short-term customized training program geared towards unemployed and underemployed workers unable to attend longer-term training. This model responds to the needs of regional jobseekers and employers and cost-effectively places a high number of people into family-sustaining jobs. In October 2015, the Eastern Connecticut Manufacturing Pipeline Initiative received a $6 million Workforce Innovation Fund grant award – one of only six in the nation granted by the U.S. Department of Labor – to implement this program.

The Manufacturing Pipeline Initiative takes an innovative and proactive approach to building a manufacturing talent pipeline to meet the massive demands of EB and other regional manufacturers. Pipeline Initiative partners conduct a coordinated recruitment campaign to identify people with manufacturing experience or skills that may transfer to a manufacturing career. Individuals assessed as promising candidates enter the Pipeline training program, with those lacking basic skills or job readiness skills completing a two-week “boot camp” before enrolling in a work-based customized training course designed by EB and the partner community colleges based on EB staffing plans. Case managers provide supportive services, including stipends, to reduce barriers to completion. Participants who complete training earn stackable community college certificates and qualify for on-the-job training at EB or another EAMA employer. Figure F shows the logic model for the Manufacturing Pipeline Initiative.

Through March 2018, the Pipeline Initiative has excelled across all benchmarks:

- **Jobseeker Interest.** 5,700+ unemployed and underemployed individuals have registered on the Pipeline web portal. The demand for the program is strong.

- **Candidate Quality.** 1,200+ candidates have completed a basic skills assessment (math, measurement, spatial reasoning, and workplace safety) designed by manufacturers. Subsequent assessments are held for both welding and design.

- **Training.** 35 training classes have been completed. The job placement rate for individuals completing the customized training exceeds 90%.

- **Hiring.** Approximately 900 portal registrants have been employed through this program.
• **Employer Demand.** The USDOL grant funding will expire six months ahead of schedule, demonstrating strong demand for this program from employers.

• **Employer Satisfaction.** The Pipeline has provided meaningful financial value to EB by better preparing individuals for the company’s on-the-job training (OJT) period for its new hires and reducing the attrition rate. As a result, EB now accepts completion of the EWIB Pipeline Welding program for its new hires in lieu of 6-months of welding experience.

• **Systems Change.** The Manufacturing Pipeline Initiative exemplifies the federal Workforce Innovation and Opportunity Act (WIOA) goals of systems integration and responsiveness to employer needs.

![Figure F. Eastern Connecticut Manufacturing Pipeline Initiative Logic Model](image)

The Manufacturing Pipeline Initiative takes the WIOA goals of systems integration and responsiveness to employer needs to heights that have generated significant attention nationally. The U.S. Department of Labor has expressed significant interest in the Pipeline Initiative as a potentially replicable model for customized response to employer talent needs.
In 2011, Connecticut’s Board of Regents for Higher Education (BOR) received $18 million in State Bond funds to establish three new Advanced Manufacturing Centers (AMCs) – including one at Quinebaug Valley Community College in Eastern Connecticut – based on a proven model developed by Asnuntuck Community College. The AMC model uses innovative and industry-driven instruction in combination with employer-sponsored work-based training opportunities including competency-based and hybrid apprenticeships in high-demand occupations, and results in placement rates of 85% or more into high-wage manufacturing jobs.

In July 2014, the BOR sought to expand the AMC model to additional colleges through a proposal to the U.S. Department of Labor for Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant funding. In anticipation of the TAACCCT funding opportunity and other BOR efforts to expand its statewide advanced manufacturing initiative, in March 2014 EWIB coordinated a memo to the BOR President on behalf of Eastern Connecticut employers (in partnership with EWIB and the regional community colleges and technical high schools), the BOR included substantial funding for the expansion of the QVCC AMC and the development of a metal fabrication program at Three Rivers Community College (TRCC) in its TAACCCT application. In September 2014, USDOL awarded $15 million for the Connecticut Advanced Manufacturing Initiative (CAMI), including $1.2 million to expand the instructional and student support capacity of the QVCC AMC and $1.3 million for creation of a Metal Fabrication Certificate program at TRCC.

These investments now represent crucial elements of the coordinated regional response to the hiring surge at Electric Boat and other EAMA member companies, providing yet another illustration of the value of long-term workforce development planning and partnership among the public workforce system and its industry and education and training partners.

Connecticut sits at the cutting edge of a nationwide healthcare reform movement that continues to change how, where, and by whom healthcare services are delivered. Healthcare reform, along with demographic and workforce shifts, will continue to increase employer demand for qualified workers across a range of healthcare occupations. Healthcare employers do not expect the current regional workforce or existing education and training infrastructure to meet their demands.

In response to this challenge, EWIB formally created the regional Healthcare Pipeline Initiative in October 2015, forming an industry-driven Healthcare Pipeline Sub-Committee to the EWIB Performance, Accountability and Planning Committee. This Sub-Committee is responsible for guiding training to meet local healthcare hiring needs.

Overseeing implementation of EWIB’s five-year, $7.5 million Health Careers Advancement Project (Health CAP) from the U.S. Health and Human Services (HHS) Health Profession Opportunity Grant (HPOG) project represents one of the main responsibilities of the Healthcare Pipeline Sub-Committee.
recently-launched Health CAP will provide opportunities for TANF recipients and other low-income individuals to enter and advance along four healthcare career pathways through: a) a work readiness and contextualized basic skills boot camp; b) occupational training resulting in a community college certificate; c) intensive, person-centered case management and other supportive services; d) work-based learning opportunities; and e) job placement assistance.

Industry support helped to distinguish EWIB’s HPOG application, as 12 employers (which collectively employ well over 15,000 workers in the region) submitted letters documenting their current and future employment needs and expressing their support for the Health CAP as a strategy to address their workforce needs. The Healthcare Pipeline Sub-Committee will – for the purposes of the Health CAP and all regional healthcare workforce development efforts – ensure communication and collaboration among Eastern Connecticut’s healthcare employers, education and training providers, and public workforce system.

Through half of the five-year grant, the Health CAP project has, across its three Connecticut workforce development regions (East, South Central, and Northwest), enrolled 330 total participants, 212 of whom have completed a healthcare training in areas including CNA and Phlebotomy. Ninety-seven (97) participants have been placed into employment in a healthcare career at an average wage of $13.77.

CASE STUDY 6: On-the-Job Training Initiatives in Key Industry Sectors

Whereas the recently-launched Eastern Connecticut Advanced Manufacturing Initiative (case study #3) provides short-term pre-employment training to prepare jobseekers for in-demand manufacturing jobs, EWIB currently operates three federally-funded On-the-Job Training (OJT) grant programs that provide short-term post-employment training to promote hiring in STEM fields, including advanced manufacturing.

From 2012 to 2016, EWIB participated in four federal grant awards supporting OJT, with performance periods for these various grants running from 2012 to 2018. EWIB’s OJT budget for these projects totaled more than $2.7 million, with the various grant projects offering a complementary mix of employer-based and classroom-based training, and serving a range of jobseekers, primarily long-term unemployed and dislocated workers. These projects produced 635 placements in employment.

These OJT projects have provided an early jump start to regional manufacturers’ hiring needs, and will continue to complement other efforts (e.g., the Manufacturing Pipeline Initiative) as EWIB and its industry and education partners deploy every tool available to meet the massive hiring needs of Electric Boat and other EAMA member companies.

CASE STUDY 7: The Investing in Manufacturing Communities Partnership (IMCP)

In July 2015, the U.S. Department of Commerce announced that Connecticut had earned designation as a “Manufacturing Community” from the Obama administration under the Investing in Manufacturing Communities Partnership (IMCP) program. With this designation, Connecticut receives coordinated support from 11 federal agencies with access to more than $1 billion in federal funding dedicated to economic development and the resurgence of manufacturing in the United States. Connecticut earned Manufacturing Community designation along with only 11 other regions in the country. Connecticut’s IMCP plan focuses mostly on supporting large-scale projected growth in the aerospace and defense

16 The Health CAP region includes Eastern Connecticut as well as the South Central and Northwest Connecticut workforce investment areas.
shipbuilding industries – led by Pratt & Whitney in North Central Connecticut (aerospace) and Electric Boat in Eastern Connecticut (shipbuilding).

EWIB played an integral role in securing Connecticut’s Manufacturing Community designation. First, EWIB brokered an agreement with the State Department of Economic and Community Development (DECD) to include Eastern Connecticut in the State’s IMCP proposal, and to include shipbuilding as a priority manufacturing sector. DECD then assigned EWIB to lead the development of the workforce and training section of the State’s IMCP proposal. EWIB mobilized its regional industry-driven manufacturing partnership – including Electric Boat and other EAMA employers, Quinebaug Valley Community College, and Three Rivers Community College – as well as statewide partners such as the Board of Regents for Higher Education, the Technical High School System, and the State Office of Apprenticeship Training, among others, to develop a manufacturing workforce and training plan that supports previously-identified regional priorities and describes additional focus areas for manufacturing pipeline development.

EWIB will play a central role in the implementation of the workforce development and training portions of the State’s IMCP plan, as President/CEO John Beauregard chairs Connecticut’s IMCP Workforce and Training Committee that is charged with identifying funding priorities and securing funding to execute components of the plan. The IMCP plan seeks to sustain, expand, and replicate initiatives described in the preceding case studies, including expanding short-term customized training (case study #3) and on-the-job training (case study #6), expanding and modernizing community college Advanced Manufacturing Centers (case study #4), and supporting and expanding early college programs (case study #2).

Connecticut’s designation as a “Manufacturing Community” under the IMCP program expired in 2017.

C. Anticipated Performance Levels

Relationship Between EWIB Goals and Achievement of Federal Performance Accountability Measures

Table #9 shows how each of the EWIB goals supports the achievement of WIOA performance accountability measures.

<table>
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<tr>
<th>WIOA Measure</th>
<th>Goal #1: Invest in Priority Sectors</th>
<th>Goal #2: Demand-Driven Focus</th>
<th>Goal #3: Develop Talent Warehouse</th>
<th>Goal #4: Increase Efficiency</th>
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</table>
## Anticipated Local Performance Levels for Federal Measures

EWIB has consistently met or exceeded WIA performance measures in spite of the challenging economic conditions described in the previous section.

### Performance Indicators for System Partners

EWIB provides four-year awards to its contractor(s) of service (WIOA; JFES) that is expendable each year based on performance. EWIB regularly monitors its contracted service providers and the AJC delivery system to ensure the achievement of performance benchmarks.
IV. Coordination of Services

The Workforce Innovation and Opportunity Act (WIOA) seeks to streamline and strengthen the strategic role of local Workforce Development Boards (WDBs) by requiring them to coordinate and align workforce programs to provide coordinated, complementary, and consistent services to jobseekers and employers.\(^\text{17}\)

Fortunately, coordinating and aligning workforce programs does not represent a shift in approach for the Eastern Connecticut Workforce Investment Board (EWIB), as EWIB has cultivated productive working relationships with its partners with the public workforce system as well as in other systems. Several case studies in the previous section highlight EWIB’s collaborative approach to workforce development.

A. Coordination with Partner Programs and Services

Individual career services are coordinated across programs and partners in AJC centers including: BRS, adult education & literacy programs, and TANF. The majority of these services are delivered at the comprehensive AJC and two affiliate AJCs. A monthly AJC Partners meeting is held with the supervisors of a variety of co-located agencies and programs offered at the AJCs. These partners include BRS, EASTCONN (adult education, WIOA services and TANF/JFES), TVCCA (JFES program provider to TANF recipients, as well as WIOA services), the One Stop Operator, transportation broker, community colleges, chambers of commerce among others. This group meets monthly to address issues and share program information via individual agency updates. The group also allows EWIB to collectively determine whether new workshops are needed, develop resource utilization and strategic efforts, and avoid duplication of services.

WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that jobseekers acquire skills and credentials that meet employers' needs.

A Vocational Rehabilitation Counselor at the Connecticut Bureau of Education and Services for the Blind serves as a member on the EWIB Board of Directors.

B. Coordination with Economic Development Activities

WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers. WIOA also contributes to economic growth and business expansion by ensuring the workforce system is demand-driven through the use of industry and sector partnerships and strategies such as incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training. In alignment with these WIOA priorities, EWIB consistently coordinates its workforce investment activities with economic development activities, and will continue to do so.

Investing in Manufacturing Communities Partnership. EWIB’s leadership in securing designation for Connecticut as a Manufacturing Community under the federal Investing in Manufacturing Communities Partnership (IMCP) program (see pages 27-28 for a case study) provides a good illustration of how EWIB coordinates local workforce investment activities with economic development activities. The U.S. Department of Commerce, whose mission is “to create the conditions for economic growth and opportunity,” spearheads the national IMCP initiative along with eight other federal agencies, highlighting the economic development focus of the IMCP initiative. The State Department of Economic and Community Development (DECD) assigned EWIB to lead the development of the workforce and training

\(^{17}\) U.S. Department of Labor, Employment and Training Administration, “WIOA Overview.”
section of the State’s IMCP proposal. EWIB President/CEO John Beauregard chairs Connecticut’s IMCP Workforce and Training Committee, whose charge is to plan the implementation of the workforce development & training portions of the State’s IMCP plan. Table 10 shows the two overarching strategies of Connecticut’s IMCP workforce & training plan, as well as proposed projects under each strategy.

Table 10. Connecticut IMCP Workforce and Training Plan – Strategies and Proposed Projects

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Proposed Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A hiring and workforce training initiative to meet immediate employer needs</td>
<td>1a. Assess jobseeker skills and match workers with companies</td>
</tr>
<tr>
<td></td>
<td>1b. Subsidize hiring for small and mid-size shipbuilding and aerospace manufacturers</td>
</tr>
<tr>
<td></td>
<td>1c. Expand incumbent worker training</td>
</tr>
<tr>
<td>2. A workforce pipeline initiative to develop the workers needed to meet current and projected talent needs in the short-, medium-, and long-terms</td>
<td>2a. Expand short-term customized training and on-the-job training</td>
</tr>
<tr>
<td></td>
<td>2b. Expand and modernize the regional Advanced Manufacturing Centers</td>
</tr>
<tr>
<td></td>
<td>2c. Support and expand early college programs</td>
</tr>
<tr>
<td></td>
<td>2d. Support and expand CT Dream It. Do It. early engagement and career awareness efforts</td>
</tr>
</tbody>
</table>

Connecticut’s IMCP plan also includes projects related to supplier networks, research and innovation, infrastructure and site development, trade and international investment, and operational improvement and capital access (along with workforce and training). Working in concert, these projects have the potential to help Connecticut’s IMCP region build the strongest ecosystem in the country for innovation, technology and productivity for the aerospace and shipbuilding industries.

Several other case studies in the Vision, Goals, & Strategies section above provide evidence of EWIB’s longstanding embrace of a demand-driven approach to workforce development. The Eastern Connecticut Manufacturing Pipeline Initiative (page 24) provides an example of a demand-driven approach & a sector partnership, & the Healthcare Pipeline Initiative (page 26) represents a second industry sector partnership. These two pipeline initiatives represent centerpieces of EWIB’s strategy over the next several years.

Connecticut’s designation as a “Manufacturing Community” under the IMCP program expired in 2017.

Business Services. In terms of ongoing coordination with economic development activities, EWIB provides services to its business customers through a partnership of CTDOL and the six area Chambers of Commerce in the Eastern region. The EWIB Business Services Team, created in response to the ever-increasing needs of business sector customers, represents a product of this collaboration. The Business Services Team offers a core set of services, such as: on-the-job training, subsidized employment, tax credits, labor market information, incumbent worker training, online training for current employees, electronic classified advertising, employer recruitment and job fairs, a Rapid Response Team for assistance with downsizing, and Trade Adjustment Assistance Act (TAA) services.

EWIB Leadership. Finally, the composition of EWIB leadership bodies also reveals a strong emphasis on economic development. For example, a Senior Development Specialist from the DECD Office of Strategy and Policy serves on the EWIB Board of Directors and the Manufacturing Pipeline Sub-Committee. The Executive Director of the Southeastern Connecticut Enterprise Region (whose mission is “to promote and preserve the region’s attractiveness, to encourage new businesses, and to assist and to nurture existing and expanding local enterprises”) also sits on the Manufacturing Pipeline Sub-Committee.
C. Coordination of Education and Workforce Development Activities

WIOA emphasizes training that leads to industry-recognized post-secondary credentials for in-demand jobs, the use of career pathways to provide education and employment and training assistance to accelerate jobseekers' educational and career advancement, as well as the utilization of procurement vehicles for training to increase customer choice and quality.

History of Coordination. EWIB has long involved its education partners in its strategic planning activities to ensure the coordination of education and workforce development activities. This involvement increased in 2008 with a Regional Innovation Grant (RIG) funded by the U.S. Department of Labor under which EWIB convened a range of regional education, workforce, and industry stakeholders to increase the industry-responsiveness of education and training efforts. The RIG effort evolved into a longstanding Industry-Driven Manufacturing Partnership (see page 20) and served as a model for the Healthcare Pipeline Initiative and other collaborative planning processes.

Several of the case studies in Section III (starting on page 21) illustrate EWIB coordination with education and training partners, and particularly highlight EWIB’s role as an intermediary between regional education and training providers and employers. In this role, EWIB has provided regional employers with opportunities to communicate with education providers – both directly and via EWIB – about their current and future hiring needs. EWIB helps to hold education providers accountable for adjusting their offerings to respond to employer needs, and aligns EWIB resources and services to support this goal of industry-responsiveness. The following bullets provide examples.

- EWIB has played an important role in the growth of the Eastern Advanced Manufacturing Alliance (EAMA) (see page 20), whose existence allows 68 regional manufacturers to speak with one voice when expressing industry needs to the regional & State education systems. EAMA demonstrated the influence of its collective voice in 2014 when it, along with EWIB, successfully advocated for the inclusion of the two Eastern Connecticut community colleges in a winning $15 million application to the U.S. Department of Labor for the Connecticut Advanced Manufacturing Initiative (CAMI).

- EWIB has served as a partner in the Fall 2015 launch of Early College Opportunities (ECO) programs (see page 23) in two Eastern Connecticut school districts. In fact, the State Department of Education (SDE) and Board of Regents for Higher Education (BOR) selected New London and Windham as ECO sites largely based on the strength of a 2014 application EWIB submitted to the U.S. Department of Labor in partnership with Quinebaug Valley Community College (QVCC) & EAMA to create a dual enrollment STEM Career Academy at Windham High School and QVCC. Although that application did not receive funding, it gave confidence to SDE & BOR that workforce, education, & industry partners in Eastern Connecticut had the ability to coordinate successful ECO programs. EWIB has since supported the successful launch of the two regional ECO programs, contributing planning support, resource alignment, & fund development support. EWIB will continue to work with its education & industry partners to promote the ongoing success & replication of the regional ECO programs.

- The Eastern Connecticut Manufacturing Pipeline Initiative represents the culmination of eight years of EWIB coordination among the region’s workforce, education, & manufacturing industry partners. Beginning with the RIG planning process in 2008, EWIB has deliberately connected education providers and manufacturers with the goal of increasing the responsiveness of education and training offerings to employer needs. This ongoing partnership sprang into action in 2015 after Electric Boat announced large-scale, long-term hiring plans, working together to fill a gap in the regional education & training infrastructure for customized, short-term occupational training. The Eastern Connecticut Manufacturing Pipeline Initiative offers customized training through 2018 using federal funds.
**Eastern CT Workforce Investment Board (EWIB)**

**Plans to Increase Coordination.** EWIB and the Connecticut Board of Regents for Higher Education (BOR), along with representatives from Quinebaug Valley Community College (QVCC) & Three Rivers Community College (TRCC), have identified several opportunities to coordinate strategies, enhance services, and avoid duplication of services between the regional public workforce and community college systems. **BOR continues to coordinate efforts with WIB’s through meetings.**

- Selected staff members from each of the two regional community colleges **provide** training to American Job Center staff members prior to each academic semester to increase knowledge of college offerings among AJC staff. This will improve the ability of AJC staff to advise AJC customers about educational advancement opportunities & to promote relevant programs at the two colleges.

- EWIB and community college administrators **work** to strengthen the relationship between college Career Services staff and EWIB by encouraging Career Services staff to attend monthly meetings of AJC Partners, **which promotes** better understanding of AJC services among college Career Services staff, encouraging more referrals to the AJCs and avoiding duplication of efforts.

- **Community college representatives are invited to participate** in Get Back to Work and Healthcare Careers workshops, both of which promote the community colleges as an affordable opportunity to enhance employability. College representatives **answer specific questions** about the colleges, and to further promote the colleges as an opportunity to advance AJC customers’ career prospects.

- **EWIB continues to work** with the BOR to explore changes to a BOR policy that prevents EWIB from paying for a jobseeker to enroll in a community college non-credit certificate program due to the jobseeker having an unpaid balance owed to the college. This policy ultimately results in EWIB paying for the jobseeker to enroll in training elsewhere, which hurts community college enrollment and forces the jobseeker to attend a program that may not be as convenient or high-quality as the community college program they wished to attend.

**EWIB Leadership.** Representatives from various stages of the education continuum on the EWIB Board of Directors include the President of QVCC, a representative from the Connecticut Technical High School System, and an educational consultant to the State Department of Education. The QVCC President sits on the Healthcare Pipeline Sub-Committee, while six educational partners serve on the Manufacturing Pipeline Sub-Committee (two from QVCC, two from Three Rivers Community College, one from the Connecticut Board of Regents for Higher Education, and one from the Technical High School System – the Sub-Committee chair).

**D. Coordination of Transportation and Other Supportive Services**

**Transportation.** The need for transportation solutions due to the region’s large geographic area and limited public transportation options sparked the multi-agency collaboration called **Transportation to Work (TTW)** to better serve customers. The purpose of the TTW program is to help workers get to work, as well as obtain childcare and job training. The partnership is comprised of transit districts, councils of governments, community agencies, and State Departments of Labor, Social Services and Transportation. The program provides over 2,500 people (on average) per year with bus passes, van and taxi rides, mileage reimbursement, and car-based solutions (for instance, to assist with car repairs).

Eastern Connecticut’s geographically dispersed nature requires customized transportation solutions for eligible clients. EWIB established the **Rides for Jobs Program** as a transportation service for qualified individuals. Allowable activities for which transportation services are provided include transportation to
and from: a) employment for up to 60 days; b) education and training; c) job search activities (e.g.,
applications, interviews, visits to AJCs); and d) child care for work or educationally related purposes.

Other Supportive Services. EWIB collaborates with a network of partner agencies that provides a coordinated and comprehensive array of support services. Table 11 provides a partial list of EWIB partner agencies.

EWIB Leadership. EWIB Board members include the Vice President of United Community & Family Services, a healthcare and community services provider, as well as the Executive Director of a Community Action Agency, which advocates for and provides services to economically & otherwise disadvantaged Eastern Connecticut residents.

E. Coordination of Wagner-Peyser Services

WIOA increases the quality and accessibility of services that jobseekers and employers receive at their local American Job Centers (AJCs), in part through the co-location of Wagner-Peyser Employment Services. EWIB has long been ahead of the curve in enhancing the quality and accessibility of Wagner-Peyser services, with EWIB’s development of innovative technology-based learning (TBL) solutions representing one good example.

In 2003, EWIB began piloting a number of different approaches to providing TBL services. AJC customers – including Wagner-Peyser customers – in Eastern Connecticut are eligible for TBL, as long as they have intermediate or advanced computer skills, access to a high-speed Internet connection, and a skill that they wish to upgrade or learn. After completing a 90-minute orientation workshop, customers receive six-month Metrix TBL licenses with unlimited access to more than 6,000 short, self-paced courses from Skillsoft (Business, Desktop Computing, IT) or Medcom (Health and Medical, as well as support. Customers can choose and add any number of courses or any learning track from Industry-Recognized Certifications Tracks. More than 5,000 Skillsoft courses and 41 learning tracks have been

<table>
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<th>Table 11. Partial List of EWIB Partner Agencies</th>
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<td><strong>Partner Name</strong></td>
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<tr>
<td>State Department of Social Services</td>
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<td>State Department of Transportation</td>
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<td>Eastern Connecticut Transportation</td>
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<tr>
<td>Consortium</td>
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<tr>
<td>Thames Valley Council for Community</td>
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<tr>
<td>Action</td>
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<tr>
<td>Alternative in the Community</td>
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<tr>
<td>Southeastern Connecticut Council of</td>
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<tr>
<td>Governments</td>
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<tr>
<td>Southeast Area Transit</td>
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<tr>
<td>Windham Region Transit District</td>
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<tr>
<td>Windham Regional Community Council</td>
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<tr>
<td>Norwich Human Services</td>
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<tr>
<td>CT Rides</td>
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<tr>
<td>Access Community Action Agency</td>
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<td>Connecticut Bureau of Rehabilitation</td>
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<td>Services</td>
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<td>Community Health Resources</td>
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<td>Covenant Shelter</td>
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<td>State Department of Children and</td>
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<td>Families</td>
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<td>State Department of Labor</td>
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<td>EASTCONN</td>
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<td>Eastern Region Service Center</td>
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<td>Goodwill Career Center</td>
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<td>Job Corps</td>
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<td>Madonna Place</td>
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<tr>
<td>The Workplace Maturity Works Program</td>
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<td>Mystic Area Shelter &amp; Hospitality</td>
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<tr>
<td>New London Adult Education</td>
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<td>Next Step</td>
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<tr>
<td>Norwich Adult Education</td>
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<td>Opportunities Industrialization Center</td>
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<td>of New London County</td>
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<tr>
<td>Perception Programs</td>
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<td>Reliance House</td>
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<tr>
<td>Southeastern Council on Alcoholism and</td>
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<td>Drug Dependence</td>
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<tr>
<td>Sound Community Services Inc.</td>
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<tr>
<td>Thames River Family Program</td>
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<tr>
<td>United Community &amp; Family Services</td>
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<td>United Services</td>
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recommended by the American Council on Education (ACE) for credit at institutions of higher learning, enabling Wagner-Peyser and other AJC customers to earn college credit for some TBL courses.

EWIB has earned national recognition for using TBL as a flexible, accessible, and cost-effective training resource for AJC customers. In 2010, WorkforceMarketing.com published a case study about EWIB’s use of TBL in its One-Stop Centers (AJCs).18 The case study found that the cost of TBL compares favorably to the cost of more traditional workforce services, carries the added benefit that individuals can access TBL at any time and any place with an internet connection, and represents a flexible, cost-effective service for AJC customers with adequate computer skills. Through its U.S. Department of Labor-funded CT STEM Jobs grant project, EWIB led the replication of its TBL model across all five Connecticut Workforce Investment Areas. As a result, all five Connecticut Workforce Development Boards continue to utilize TBL today. EWIB will continue to embrace TBL and other innovations that improve service delivery and avoid duplication of services.

F. Coordination of Adult Education and Literacy

Coordination. WIOA requires that local WDBs coordinate activities with adult education and literacy providers in the local area. EWIB partners with local adult education entities in a variety of ways. The New London Adult Education partnership with EWIB has benefited adult learners through various programs such as the I-BEST program, which engages adult basic education & vocational training instruction in the delivery of a collaborative program of contextualized learning. This program has provided job skills training to TANF/IFES clients in various training areas. EASTCONN also provides strong evidence of this coordination. EASTCONN is a public, non-profit, regional educational service center (RESC) that exists to provide high-quality, competitively priced educational and related services to 36 member Boards of Education and the 33 communities they serve in Northeastern Connecticut. The Eastern Region Adult Education program include classes in adult basic education, U.S. citizenship, ESL, GED preparation, and offers programs in high school diploma, transitions to post-secondary education, & workplace education.

EWIB and EASTCONN partner in a variety of ways:

- EASTCONN holds the lease to the American Job Center located in Willimantic.
- EWIB contracts with EASTCONN to operate the regional WIOA Out-of-School Youth Program. EASTCONN and EWIB, in collaboration with TVCCA and New London Adult Education, deliver a comprehensive system of education, training, and individualized support to youth ages 17-24 who meet WIOA certification criteria. Using a career ladder approach, which consists of learning designed to improve earning potential, youth realize enhanced education and employment opportunities to improve quality of life. The program, based on a coordinated case management/education model, provides comprehensive assessment and a customized employment plan and services to facilitate the attainment of the WIOA Common Measures. Services include but aren’t limited to; education to include earning a high school credential if necessary, work-based learning opportunities, job search assistance, leadership opportunities, transitional assistance to post-secondary opportunities and employment, financial support for post-secondary trainings, and financial support as appropriate to address a variety of other barriers.
- EASTCONN administers the EWIB WIOA Youth Employment Program, which offers a short-term summer work experience for eligible youth aged 14-21 years old. Participants in the Summer

Youth Employment and Training Program work 15-25 hours per week for minimum wage for approximately five weeks, during which time youth can find the link between work and school. EASTCONN subcontracts with Norwich Youth and Family Services and New London Youth Affairs for the delivery of program services in the Southeast Region.

- Through EWIB’s WIOA In-School Youth Program, EASTCONN, in collaboration with New London Youth Affairs and Norwich Human Services, engages and prepares in-school youth from the Windham, Danielson, Norwich and New London area. The program provides a continuum of services using a case management model within a pipeline structure identifying career pathways for the delivery of year-round services. The premise of this program is linked to keeping the participant in school while providing direction and focus toward the world of education and work after high school graduation.

- EWIB contracts with TVCCA – which partners with EASTCONN – to deliver case management and job development services for the EWIB Temporary Assistance for Needy Families/Jobs First Employment Services (TANF/JFES) program. The TANF/JFES program assists recipients in gaining and maintaining self-sufficient status, thereby enriching their lives and their ability to contribute to their communities. TVCCA and EASTCONN have extensive experience providing services to low-income, at-risk, hard-to-serve populations in Eastern Connecticut, and are committed to developing comprehensive case plans for each client served. Case plans address the immediate and future needs of the clients to assist them in making the journey to self-sufficiency. Under TVCCA’s leadership, Regional TANF/JFES Case Managers coordinate a broad spectrum of needed services including basic needs such as emergency food and shelter; child care; transportation including coordination of ECTC grant benefits if appropriate; and, housing assistance including client-landlord mediation, Section 8 and energy assistance.

**Process for Reviewing Local Applicants.** In reviewing applications to provide adult education and literacy activities for Eastern Connecticut under Title II, EWIB did take into consideration how consistent each application is with EWIB’s Local WIOA Plan. Following this review process, EWIB did make recommendations to the eligible provider of adult education and literacy services to promote alignment with the Local WIOA Plan.

**G. Cooperative Agreements**

EWIB has a replicated cooperative agreement with the State Department of Rehabilitation Services (DORS) aimed at enhancing the provision of services to individuals with disabilities and to other individuals with barriers to accessing public workforce system services. As a result of this agreement, DORS staff are co-located at the Montville Comprehensive American Job Center as well as at the affiliate AJCs in Danielson and Willimantic. DORS staff provide specialized advisory services and resources to eligible AJC customers with physical and/or mental conditions that have a significant impact on their ability to enter or maintain employment. DORS services offered at the AJCs help these individuals advance towards their employment goals. All AJC services, programs, and workshops are fully accessible to individuals with disabilities, as the AJCs offer teletypewriters (TTY) that enable customers with hearing or speech difficulties to communicate over a telephone line, big print keyboards, magnifiers for printed materials, adjustable tables for customers in wheelchairs, a sign language interpreter (available upon request), wheelchair-accessible restrooms, and handicap parking.

Human Services Integration Specialists (HSIS) at the AJCs serve vulnerable customers at the Montville Comprehensive AJC as well as the two Affiliate AJCs using a holistic approach that addresses customers' employment and educational needs as well as their basic needs. The original HSIS pilot project improved coordination of services and helped customers achieve economic self-sufficiency. These professional staff
Eastern CT Workforce Investment Board (EWIB)

conduct an in-depth interview, identify appropriate linkages to programs and services for which customers may be eligible (e.g., SSI disability, subsidized housing, community-based services including child-care and transportation). This includes helping customers apply for these services, follow-up to ensure that customers receive the needed services, and active support for each customer as they pursue their goals, with a focus on helping them learn to help themselves. Staff facilitates the development of a plan that enables access to a broad array of services and focuses on the achievement of specific, attainable customer-defined goals and outcomes. Staff incorporate services for customers with disabilities and have been successfully operating EWIB’s Employment Network, as defined by the Social Security Administration’s Ticket-to-Work Program since 2008. Staff help customers with disabilities navigate through the challenges of seeking work and coordination with other AJC services.

EWIB Leadership. A DORS Bureau of Rehabilitation Services Southern Region Director serves on the EWIB Board of Directors. Several EWIB Board members represent agencies that serve individuals with disabilities and other barriers to employment.
V. Local One-Stop System

A. General System Description

Through three American Jobs Centers (AJCs) and programs offered in collaboration with its partners, the Eastern Connecticut Workforce Investment Board (EWIB) offers a range of services to meet the workforce development needs of individuals and employers. The region’s three AJCs are located in Montville (comprehensive AJC), Danielson and Willimantic. The Montville location is the full-service center while the Willimantic and Danielson locations are affiliate centers. All three AJCs provide a comprehensive range of services to eligible customers.

The AJCs provide the public with quality information about jobs, the dynamics of the labor market, available training and education opportunities, and connections to other public and private services. The AJCs unify numerous training, education and employment programs into a single, customer-friendly system. A range of EWIB partners collaborate to provide seamless core services to jobseekers and employers to ensure utilization of the region’s full menu of resources. Overseeing the AJCs remains the focal point of direct EWIB investment. Anyone, whether jobseeker or employer, can come into any regional AJC and access a range of free services.

By supplementing the Federal Workforce Innovation and Opportunity Act (WIOA) with numerous competitively acquired grants, the EWIB offers a comprehensive range of workforce development activities through statewide and regional organizations.

One-Stop Certification Process

The EWIB One-Stop Certification Team recommended in November 2017 that EWIB grant certification to the New London American Job Center (AJC) as a Comprehensive One Stop Center. The Certification Team determined that the New London AJC and the one-stop delivery system meet or exceed the certification criteria established by EWIB based on guidance from the Connecticut Employment and Training Commission (CETC). The Certification Team agreed by consensus that the New London AJC exemplifies the principles that underlie one-stop certification: service integration, accountability, universal access, continuous improvement, partnership, and alignment with broader regional economic strategies. The EWIB Board granted certification during its meeting on November 21, 2017.

To determine its certification recommendation, the Certification Team utilized a certification checklist provided by CETC during a site visit to the New London AJC on October 17, 2017. Certification Team members enjoyed opportunities to review and provide input on drafts of the Application for One Stop Certification before, during, and after the site visit. During the site visit, the entire Certification Team discussed the Application for One Stop Certification in great detail.

The Certification Team found that the New London AJC and the one-stop delivery system: a) meet all system requirements; b) provide access to nearly all required programs and partners, as well as to many non-required partners; c) make numerous basic and individualized career services available to individual customers; and d) offer a wide range of business services to employers.

The following table summarizes the One Stop Certification Team’s assessment of where the New London AJC and the one-stop delivery system sit on their path toward meeting or exceeding each quality standard for one-stop centers, as well as best practices and action steps planned to address identified weaknesses under each quality standard. Several of the identified weaknesses were addressed when the Eastern Connecticut comprehensive AJC moved from New London to Montville in April 2018.
Eastern CT Workforce Investment Board (EWIB)

<table>
<thead>
<tr>
<th>Quality Standard</th>
<th>Certification Team Rating</th>
<th>Best Practices</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional &amp; Programmatic Integration</td>
<td>3 – Meeting standard with some work yet to do</td>
<td>• Manufacturing Pipeline industry-driven partnership</td>
<td>• Enhance coordination with community college Career Services staff</td>
</tr>
<tr>
<td>Performance &amp; Accountability</td>
<td></td>
<td>• Annual One Stop “Traffic Reports”</td>
<td>• Create monthly outcomes “dashboard” • Conduct EWIB partner staff survey</td>
</tr>
<tr>
<td>Service Provision, Universal Access, &amp; Outreach to Populations with Barriers</td>
<td>(this rating applies to all quality standards)</td>
<td>• Provision of technology-based learning licenses</td>
<td>• Ensure universal access in planning for move to Montville</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td></td>
<td>• “Secret shopper” visits to capture customer perspective • Manufacturing Pipeline grant evaluation</td>
<td>• Create and conduct AJC customer surveys • Summarize workshop evaluations for cross-partner sharing</td>
</tr>
<tr>
<td>Staff Competence &amp; Staff Training</td>
<td></td>
<td>• Cross-training staff on various functions</td>
<td>• Hold Staff Training Day prior to Montville move</td>
</tr>
<tr>
<td>Partnership</td>
<td></td>
<td>• Alignment between secondary, post-secondary, &amp; workforce systems</td>
<td>• Enhance coordination with community college Career Services staff</td>
</tr>
<tr>
<td>Employer Engagement</td>
<td></td>
<td>• Increased efficiency through reliance on external partners to deliver services</td>
<td>• Sustain Manufacturing Pipeline program • Explore creation of full-fledged Healthcare Pipeline</td>
</tr>
</tbody>
</table>

MOUs and IFAs

The following table summarizes the current status of Memoranda of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs).

<table>
<thead>
<tr>
<th>Partner</th>
<th>MOU Completion Date</th>
<th>IFA Completion Date</th>
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</thead>
<tbody>
<tr>
<td>CTDOL</td>
<td>3/22/16 (amended 2/6/17)</td>
<td>8/18/17 (modified 12/21/17)</td>
</tr>
<tr>
<td>The WorkPlace (Title V)</td>
<td>11/2/17</td>
<td>12/21/17</td>
</tr>
<tr>
<td>CT State Department of Education</td>
<td>12/29/17</td>
<td>12/29/17</td>
</tr>
<tr>
<td>QVCC (services for Perkins funding)</td>
<td>12/1/17</td>
<td>12/1/17</td>
</tr>
<tr>
<td>TRCC (services for Perkins funding)</td>
<td>11/30/17</td>
<td>11/30/17</td>
</tr>
<tr>
<td>CT Department of Social Services</td>
<td>8/5/16</td>
<td>Not signed</td>
</tr>
<tr>
<td>CT Department on Aging</td>
<td>8/15/16</td>
<td>n/a</td>
</tr>
<tr>
<td>Rhode Island Indian Council, Inc.</td>
<td>10/3/16</td>
<td>n/a</td>
</tr>
<tr>
<td>CT Department of Rehab Services</td>
<td>11/14/16</td>
<td>12/26/17</td>
</tr>
<tr>
<td>CHP Intl. NE Job Corps Admission</td>
<td>5/15/17</td>
<td>Under discussion</td>
</tr>
</tbody>
</table>
The MOU shall be reviewed not less than once every 3-year period. The first date of renewal shall be July 1, 2019. The MOU shall automatically renew on July 1st of subsequent years. Several IFAs need to be renewed in the coming months, including those with CTDOL, The WorkPlace, CT SDE, QVCC, and TRCC.

Required Partners

EWIB’s American Job Centers operate through partnerships for all of the required core programs including: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, and Rehabilitation employment and training services.

Table 12 provides information on partner involvement in the planning and delivery of required services at EWIB’s three AJCs:

<table>
<thead>
<tr>
<th>Core Program (Service)</th>
<th>Type</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>AJC/Contracted</td>
<td>TVCCA &amp; EASTCONN</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>AJC / Contracted</td>
<td>EASTCONN, TVCCA, Norwich Human Services, New London Youth Affairs, &amp; New London Adult Education</td>
</tr>
<tr>
<td>Youth</td>
<td>AJC / Contracted</td>
<td>EASTCONN, New London Adult Education, &amp; Norwich Adult Education</td>
</tr>
<tr>
<td>TANF/JFES</td>
<td>AJC/Contracted/Referral</td>
<td>DSS, TVCCA, EASTCONN</td>
</tr>
<tr>
<td>Adult Education &amp; Literacy</td>
<td>AJC</td>
<td>EASTCONN, New London Adult Education, &amp; Norwich Adult Education</td>
</tr>
<tr>
<td>Title V</td>
<td>AJC</td>
<td>The Workplace Maturity Worker</td>
</tr>
<tr>
<td>Wagner-Peyser Act</td>
<td>AJC</td>
<td>CT Department of Labor</td>
</tr>
<tr>
<td>Rehabilitation Act</td>
<td>AJC</td>
<td>CT Department of Rehabilitation Services</td>
</tr>
</tbody>
</table>

Non-Required Partners

EWIB has organized a robust list of partners consisting of government agencies, academic institutions, and non-profit organizations dedicated to delivering other important programs and services offered at its three AJCs. Table 13 provides information on partner involvement in the planning and delivery of non-required services (separate or complementary to the required services) at the three regional AJCs:

<table>
<thead>
<tr>
<th>Non-Required Programs</th>
<th>Type</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Referral</td>
<td>Eastern CT Transportation Consortium</td>
</tr>
<tr>
<td>Technology/Workshops</td>
<td>Contracted</td>
<td>Employment and Training Institute (ETI)</td>
</tr>
<tr>
<td>Training &amp; Special Projects</td>
<td>Contracted</td>
<td>Three Rivers CC &amp; Quinebaug Valley CC</td>
</tr>
<tr>
<td>Business Services</td>
<td>Contracted</td>
<td>Northeast Chamber &amp; Chamber of Commerce of Eastern CT</td>
</tr>
<tr>
<td>SNAP</td>
<td>Contracted</td>
<td>ACCESS Agency &amp; TVCCA</td>
</tr>
<tr>
<td>Employment &amp; Training</td>
<td>Referral</td>
<td>CT Indian Council</td>
</tr>
<tr>
<td>Rehabilitation Services</td>
<td>Referral</td>
<td>CT Bureau of Rehabilitation Services</td>
</tr>
<tr>
<td>Job Corps</td>
<td>Referral</td>
<td>Job Corps</td>
</tr>
<tr>
<td>Ex Offender</td>
<td>Referral</td>
<td>Opportunities Industrialization Center</td>
</tr>
<tr>
<td>Summer Youth</td>
<td>Contracted</td>
<td>CT Department of Children and Families</td>
</tr>
</tbody>
</table>

- EASTCONN has been an integral partner to EWIB’s service delivery system for many years. In addition to providing the region’s Adult Education services, EASTCONN delivers a wide range of other career services including: the In-School Youth Program targeting high school juniors and
Eastern CT Workforce Investment Board (EWIB)

seniors, and the Out-of-School Youth Program. See page 35 for a more complete description of EWIB’s coordination of services with EASTCONN.

- EWIB partners with the Employment and Training Institute (ETI) to deliver skill building career services training through their online Metrix Learning software. This O*NET based learning management system provides jobseekers with access to a wide range of skill building trainings including: desktop computing, business, customer service, IT and healthcare. See page 34 for more information on EWIB’s use of technology-based learning, including Metrix.

- Eastern Connecticut’s two community colleges (Three Rivers and Quinebaug Valley) represent important partners in EWIB’s career services delivery system. EWIB contracts with both colleges to deliver customized occupational training through EWIB’s Eastern Connecticut Manufacturing Pipeline Initiative (See page 24 for a full description), and partners with both colleges on a variety of other projects.

One-Stop Memorandum of Understanding (MOU)

EWIB will develop, in consultation with its Council of Chief Elected Officials, memorandums of understanding (MOUs) between EWIB and its One-Stop partners.

B. Customer Access

The American Job Center (AJC) system is the basic delivery system for adult, dislocated worker and youth services in Eastern Connecticut. Through this system, customers can access a variety of services. The services are organized into two categories: basic and individualized career services. These services are available at all three AJCs in Eastern Connecticut.

2.a Equal Access for those with Disabilities. All of EWIB’s AJCs comply with Americans with Disabilities Act (ADA) requirements related to equal access for both customers and staff members. EWIB works with all of its partners to ensure fair and equal access to its service offerings, including equal physical and programmatic accessibility to those with disabilities. EWIB’s AJCs are accessible to those in wheelchairs via ramp access. AJCs provide jobseekers with access to a wide array of assistive technologies including devices to aid those with hearing or sight-related disabilities – auxiliary aids and services are available upon request to individuals with disabilities. Services include, but are not limited to:

- TTY machine for hearing impaired
- Sign language interpreter (available upon request)
- Wheelchair-accessible restrooms
- Handicap parking

The following bullets provide a comprehensive list of the assistive technologies, adaptive software, and other resources available at the AJCs to ensure equal access:

- Microsoft Office Accessibility Suite (Magnifier, Narrator, On-Screen Keyboard, High Contrast Screen Settings, Speech to Text recognition)
- Video phone
- Adaptive Equipment (CCTV magnifier, scanners for text to speech usage, headphones, large print keyboards)
- Documentation in Braille of the most-used AJC materials (at front desk)/ Large print CTDOL desk aids/handouts
- Language Line/Interpreters
• Handicap parking

The Department of Rehabilitation Services (DORS) is coordinating with CTDOL’s New London Equal Opportunity Officer to develop and implement a training program for staff to become better acquainted with the various assistive technologies and adaptive software available at the AJCs. This program will feature a presentation with information on each of the available technologies, as well as instructions on how to properly use the technologies and ensure they are readily accessible to customers with disabilities and other barriers.

2. b Utilizing Principles of Universal Design. EWIB serves a diverse range of customers including individuals with a wide range of educational and work experience, as well as racial and ethnic backgrounds, disabilities, and support needs. EWIB incorporated the principles of Universal Design into its AJC service delivery system in order to most efficiently and effectively serve such a diverse clientele. These principles employ strategies aimed at welcoming and embracing diversity. By lessening the specialization of the AJC service offerings, EWIB has made its AJCs accessible to a larger number of people. EWIB utilized the following guiding principles while designing its programs and services:

• Customized. EWIB oversees the delivery of high-quality career programs and services for all eligible individuals based on local needs, which inform marketing and outreach efforts to attract service delivery partners who work with EWIB to plan and deliver customized career services.

• Accessible. EWIB’s programs are designed to be universally accessible to individuals with a diverse range of skills, abilities, life experiences, as well as individuals with disabilities.

• Equitable and Flexible. EWIB’s programs are designed to accommodate a wide range of individual preferences and abilities that provide individuals with choices in the method of use and/or delivery (e.g., the option to complete a form via a computer, paper, or over the phone).

• Simple and Intuitive. EWIB’s programs and services are easy to understand and accessible to individuals with a wide range of knowledge, skills, abilities, and experience.

Through the use of these Universal Design principles, EWIB has created programs and services that are inclusive, informative, and accessible to its diverse range of customers, while creating more efficient and responsive American Job Centers.

AJC East locations incorporate the following four specific areas of access:

1. Physical. AJCs are accessible to individuals with mobility disabilities by providing access via ramps, accessible restrooms, and sufficient handicap parking.

2. Information. All paper, printed, and posted materials at the AJCs use large font, and most materials are also posted/available in Spanish. Documents are also available in accessible formats upon request.

3. Digital. EWIB offers a range of technology-based learning (TBL) options to AJC customers as an alternative to classroom-based training or printed information. The use of TBL increases access to training by enabling AJC customers to learn at any time and any place as long as there is an internet connection.

4. Communication. The AJCs offer a video phone for individuals with communication barriers or who are hard of hearing, sign language interpreters (available upon request), and bilingual staff for on-site assistance. Documentation is available in alternative formats.
The AJC partners who planned the April 2018 move to a new comprehensive AJC in Montville used the move as an opportunity to address accessibility issues. DORS is assisting other AJC partners to explore strategies to improve access for all populations, such as a speaker system in workshop classrooms, posters highlighting assistive technologies, and re-training staff on what assistive technologies are available and how to help customers use them.

2.c Facilitating Access to the One-Stop System. Ensuring customer access to AJC services is vital. EWIB’s website welcomes visitors and provides basic information regarding programs and services and contact information, but more importantly acts as a portal to current training opportunities, and online resources such as CTHires (the Connecticut public workforce system hub for development, training, and other career-related services) and Metrix Learning (an online learning management system).

Metrix Learning is an online learning management system providing technology-based learning on topics and assessments from some of the best and most accredited learning providers. Metrix Learning provides access to Skillsoft courses intended to result in industry-recognized certifications and academic credit. Metrix is easy to use and provides measurable results for both jobseekers and employers.

C. Integration of Services

EWIB utilizes an online career services hub called CTHires, operated and maintained by the Connecticut Department of Labor, to support the operational and management needs of its One-Stop employment service delivery system under the Workforce Innovation and Opportunity Act (WIOA). Through CTHires, EWIB integrates services and information across programs including Wagner-Peyser, Reemployment and Eligibility Assessment (REA), Trade Adjustment Assistance (TAA), and Veterans services currently provided by the Connecticut Department of Labor.

D. Competitive Selection of One-Stop Operator

EWIB, in agreement with the members of the CEO Council, released an RFP for a One-Stop Operator in early 2017 to manage the region’s American Job Centers. This process was competitive and advertised broadly to ensure interested applicants had the necessary capability and experience to operate these Centers. EWIB has vast experience in issuing Requests for Proposals for a variety of programmatic services, and leverages a clear set of criteria targeted to operational and financial performance as the basis for selecting the chosen partner.

After reviewing proposals, EWIB selected Cross Sector Consulting to serve as its One-Stop Operator. EWIB and Cross Sector Consulting entered into a contract for Cross Sector to serve as EWIB’s One-Stop Operator from July 1, 2017 to June 30, 2018. In this role, Cross Sector’s overarching role is to coordinate among the One-Stop partner programs. Within this role, EWIB has broad discretion to assign coordination tasks to Cross Sector.

E. System Improvement

EWIB has data-driven leadership that promotes an entrepreneurial culture that embraces innovation and continuous quality improvement. EWIB will monitor the performance of its regional AJC system to ensure that it continues to meet or exceed performance benchmarks provided by federal and State partners. EWIB will also examine the outcomes of its most innovative initiatives to evaluate their effectiveness and to ensure that lessons learned inform efforts to sustain, expand, and replicate these innovations.

EWIB’s Eastern Connecticut Manufacturing Pipeline Initiative (see page 24 for a full description) provides an illustrative example of EWIB efforts to drive continuous improvement of its regional service delivery system. This initiative was recognized with one of only six U.S. Department of Labor (US DOL) “Workforce
Innovation Fund (WIF) Round 3 grants nationally, partly based on its intent to strengthen the quality of American Job Center (AJC) services. The Pipeline Initiative will accomplish this by increasing the use of high-quality skills assessment tools and case management methods, and working directly with employers to identify training needs in growing industry sectors (an effort which also aligns with WIOA priorities). WIF Round 3 grants are intended for projects that are innovative, relatively untested, and potentially replicable in other states. EWIB is working with a nationally-acclaimed third-party evaluator to conduct an extensive evaluation of the Pipeline Initiative. “The evaluation is intended to focus on exploring innovative service delivery or system reforms, with limited evidence of effectiveness, through non-experimental means.”

EWIB will apply the lessons learned from the implementation and evaluation of the Pipeline Initiative across its AJCs and to industries beyond manufacturing, as applicable.

EWIB has long utilized the Metrix Learning technology-based learning platform (page 31) to transform the AJCs from labor exchange centers to lifelong learning centers. EWIB will investigate opportunities to leverage the new CTHires system, which includes online learning functionality, to reinforce Metrix offerings and extend the learning opportunities available to AJC customers.

The table on page 39 summarizes the recommendations to be implemented or pursued going forward (“action steps” column) based on the recent one-stop certification review.

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VI. Description of Program Services

A. System Description

Local Workforce Development System

The local workforce development system is described in several previous sections, particularly in the Local One-Stop System section (beginning on page 38). The Coordination of Services section (beginning on page 30) includes a description of how EWIB works with the entities carrying out core programs and other workforce development programs to support alignment in the provision of services.

EWIB’s reliance on external partners to deliver workforce development services represents a distinguishing feature of the regional workforce development system. Since 2008, EWIB has increased its overall revenue from $6.2 million to $15.5 million while increasing its revenue per employee by 78 percent. EWIB has accomplished this by increasing the efficiency of its operations while relying more heavily on its partners to deliver services. For example, EWIB contracts with its regional chambers of commerce to deliver Business Services rather than hiring additional EWIB staff to deliver these services. EWIB believes that this improves the cost-effectiveness of the system while increasing the level of investment and engagement in the workforce development system among external stakeholders. EWIB has been moving towards this integrated, cross-system workforce development model – which WIOA prioritizes – for several years.

Another distinguishing feature of the regional workforce development system is EWIB’s reliance on technology-based learning (TBL) as a flexible, accessible, and cost-effective training resource for AJC customers. EWIB utilizes TBL as a lifelong learning resource for its AJC customers to help them develop competencies to make them more attractive to employers. TBL represents a particularly effective workforce development tool in Eastern Connecticut due to the region’s geographic size and lack of public transportation options. EWIB will continue to offer TBL as a way for its AJC customers to improve their work readiness skills, refresh their basic skills, earn industry certifications, and even earn college credits.

Alignment with Technical Education. The Carl D. Perkins Career and Technical Education Act of 2006 includes requirements for “programs of study” that link academic and technical content across secondary and postsecondary education. The Eastern Connecticut workforce development system embodies the alignment between the public workforce system, the Technical High School System, and postsecondary education. For example, a representative of the Connecticut Technical High School System (THSS) chairs the EWIB sub-committee that oversees implementation of the Eastern Connecticut Manufacturing Pipeline Initiative, while representatives from both regional community colleges serve on the sub-committee. More importantly, both the THSS and community colleges play vital roles in the initiative, as the community colleges administer all Pipeline Initiative customized training programs, while several programs take place at regional technical high schools. The Connecticut community colleges rely on a system-wide agreement between the community colleges and the THSS regarding the use of THS manufacturing labs for community college advanced manufacturing programs. EWIB helps to facilitate this relationship by convening the Pipeline Initiative sub-committee and leading implementation of the Pipeline Initiative grant.

Case study #3 (page 24) and case study #4 (page 25) provide more detail about the alignment among EWIB, technical high schools, and community colleges for the purposes of industry-driven manufacturing education and training. The detailed description of Eastern Connecticut’s industry-driven manufacturing partnership (page 20) provides evidence that this alignment is the product of a long-term effort to increase collaboration across the workforce and education systems to increase the responsiveness of education and training providers to employer needs across a range of STEM-related industries.
B. Sub Grants and Contracts

**Competitive Process.** EWIB utilizes a competitive procurement process to award sub-grants and contracts for WIOA-funded activities. Section V.D. (“Competitive Selection of One-Stop Operator” – page 43) describes EWIB’s process for the procurement of its One-Stop Operator.

**Services to be Made Available.** As noted in the page above, a large number of workforce development services in Eastern Connecticut are delivered by EWIB contractors & partners. These services include: a) WIOA Adult services; b) WIOA Dislocated Worker services; c) WIOA Youth Services (in-school and out-of-school); d) TANF/JFES services; e) Adult Education and Literacy services; f) Title V services; g) Wagner-Peyser services; h) Rehabilitation Act services; i) Transportation support; j) Technology workshops and services; k) A variety of training services; l) Business Services; m) SNAP (food stamps); and n) Summer Youth Program services. See page 40 for listings of these and other services, and the current providers of these services through contracts with EWIB.

C. Expanding Access to Employment

Several sections of this Plan describe a variety of ways in which EWIB expands access to employment, training, education and supportive services for eligible individuals, particularly those with barriers to employment. Each of the following services promotes career pathway opportunities.

- EWIB utilizes *technology-based learning* as a flexible, accessible, and cost-effective training resource for AJC customers to improve their work readiness skills, refresh their basic skills, earn industry certifications, and even earn college credits. See page 34.

- All AJC services, programs, and workshops are fully accessible to *individuals with disabilities*, and EWIB works with a variety of partners to enhance the provision of workforce development services to individuals with disabilities. See pages 12-13.

- EWIB’s *Eastern Connecticut Manufacturing Pipeline Initiative* (page 24) offers an innovative, short-term customized training program geared towards unemployed and underemployed workers unable to attend longer-term training due to immediate financial obligations and the likelihood of exhausting unemployment benefits.

- EWIB’s *Health Careers Advancement Project* (page 26) provides opportunities for TANF recipients and other low-income individuals to enter and advance along healthcare career pathways through work readiness and basic skills training, occupational training, person-centered case management and other supportive services; work-based learning, and job placement assistance.

- TAA programs delivered by DOL are coordinated with WIOA DW programs. Co-enrollment is provided to those customers that are in need of additional support services that are not covered by TAA. Staff work together to provide the best services for the customer to be successful. An agreement between EWIB & DOL was developed in June 2015.

D. Key Industry Sectors

Several sections of this Plan describe EWIB efforts to align its resources to support and meet the training and employment needs of key regional industry sectors. In fact, EWIB’s first goal for 2016-2020 is worth repeating in its entirety:

**Goal #1:** Prioritize continued investment into growing industry sectors that stimulate economic growth and offer career pathways, and prepare to identify other sectors positioned for growth. *The manufacturing and healthcare industries represent the two primary catalysts for*
economic growth in Eastern Connecticut while offering workers pathways to careers that can sustain their families. EWIB therefore prioritizes these industries, including through six current federal grant projects that focus on these sectors specifically and/or occupations requiring science, technology, engineering and math (STEM) competencies. EWIB will also continue to work with other sectors to monitor their demand potential, and will replicate elements of its manufacturing and healthcare strategies to respond to the emergence of other sectors as key areas for investment.

Specific EWIB initiatives that support priority sectors described elsewhere in this Plan include:

- EWIB’s Eastern Connecticut Manufacturing Pipeline Initiative (page 24) responds specifically to the current and future hiring needs of Electric Boat (projected to hire an average of 520 new and replacement workers annually at its Eastern Connecticut facility) and other manufacturers in the Electric Boat supply chain.

- EWIB’s partnership with the Eastern Advanced Manufacturing Alliance (page 20) advances the region’s manufacturing workforce development agenda through communication efforts, education and awareness activities, advocacy for the needs of regional manufacturers, increased competitiveness for funding, and re-employment activities, among others.

- EWIB supports two regional Early College Opportunities (ECO) programs (page 23) that offer high school students the opportunity to earn a two-year postsecondary degree in manufacturing, along with their high school diploma, within 4-6 years. ECO programs create robust pathways to prepare students for employment and meet the workforce needs of expanding manufacturers.

- EWIB also supports an Advanced Manufacturing Center (AMC) at Quinebaug Valley Community College, as well as a metal fabrication program at Three Rivers Community College. These programs use industry-driven instruction and employer-sponsored work-based training to respond to immediate and near-term manufacturing industry needs.

- The regional Healthcare Pipeline Initiative (page 26) guides regional education and training efforts to meet local healthcare hiring needs. EWIB’s Health Careers Advancement Project (Health CAP), which targets occupations in four healthcare career pathways with significant current and projected employer demand for trained workers, represents a central Pipeline Initiative effort.

- EWIB currently operates three federally-funded On-the-Job Training (OJT) grant programs that provide short-term post-employment training to promote hiring in growing STEM fields – including advanced manufacturing – that stimulate overall regional economic growth. The last of these grant programs expired in early 2018.

EWIB currently has a policy that prioritizes training for following areas – STEM; Advanced Manufacturing, Healthcare. The policy also states that we support training for occupations with strong labor market support. The training must result in employment resulting economic self-sufficiency or wages comparable to or higher than previous employment.

E. Industry Partnerships

EWIB utilizes an innovative, integrated, demand-driven approach to workforce development, epitomized by its robust, long-term industry partnerships. Please see the “EWIB Vision, Goals, and Strategies” section of this Plan for detailed descriptions of EWIB’s industry partnerships, including: a) Eastern Connecticut’s Industry-Driven Manufacturing Partnership (page 20); b) EWIB’s partnership with the Eastern Advanced Manufacturing Alliance (page 21); and c) EWIB’s regional Healthcare Pipeline Initiative (page 26). EWIB will continue to cultivate these industry partnerships.
EWIB is working with a nationally-acclaimed third-party evaluator to conduct an extensive evaluation of its Manufacturing Pipeline Initiative, which is funded by a U.S. Department of Labor Workforce Innovation Fund grant award. EWIB will apply the lessons learned from the implementation and evaluation of the Pipeline Initiative to its other existing industry partnerships, as well as to any new industry partnerships that emerge based on EWIB analysis of the demand potential of other industry sectors. EWIB will replicate elements of its manufacturing and healthcare industry partnerships to respond to the emergence of other sectors as key areas for investment.

**F. In-Demand Training**

One of the primary results of the industry partnerships described in the section above has been the development and delivery of training linked to in-demand industry sectors and occupations in Eastern Connecticut. The Eastern Connecticut Manufacturing Pipeline Initiative (page 24) and the Health Careers Advancement Project (page 26), in particular, utilize a customized response to employer talent needs. The following excerpt from the Manufacturing Pipeline Initiative proposal to the U.S. Department of Labor epitomizes EWIB’s demand-driven approach to workforce development:

> “425 participants will complete short-term (e.g., 4-12 week) work-based customized training courses based on Electric Boat staffing plans for tradesworkers and earn community college certificates. Customized training courses will be developed for the following trades for which EB projects hiring by May 2017: Outside Machinists; Carpenters, Painters, Pipefitters, Electricians, Inside Machinists, Welders, Sheetmetal Workers, and Shipfitters. Additional programs may be developed for other trades (e.g., Shipyard Tests, Laggers) that will experience workforce shortages in future years due to retirements, attrition, and/or new orders.”

The second goal for 2016-2020 in this Plan (page 18) describes EWIB’s demand-driven approach, which includes working with its education and training partners to ensure the availability of in-demand training.

**G. Employer Engagement**

**Employer Engagement.** EWIB’s industry partnerships – referenced in Section 6.E. above – facilitate the engagement of employers, including small employers and employers in priority industry sectors, in workforce development activities. Through its partnership with the Eastern Advanced Manufacturing Alliance (EAMA), for example, EWIB engages 68 regional manufacturing companies (the vast majority of whom have less than 50 employees) in efforts to strengthen the regional manufacturing workforce. A range of employers from EWIB’s priority sectors – manufacturing and healthcare – serve on the EWIB Board of Directors and participate on EWIB’s Manufacturing Pipeline Sub-Committee and Healthcare Pipeline Sub-Committee.

Under the Manufacturing Pipeline Initiative (MPI), the worker recruitment, screening, training and placement activities of Electric Boat (EB) and the public workforce system have become deeply intertwined. In fact, EB’s reliance on EWIB and other MPI partners to meet its talent needs appears unique for a Fortune 100 company. EB and EWIB regularly compare the list of people registered in the EB careers system to the list of registrants on EWIB’s online MPI portal. The EWIB President/CEO facilitates recurring calls involving EWIB staff, EB Human Resources staff members, CTDOL staff, and the community colleges and technical high schools, and EWIB hosts quarterly meetings of the entire Pipeline Initiative partnership (typically 30+ participants, including 6-10 EB staff) to coordinate project implementation and related project activities. EB embraces EWIB and other partnership members as vital partners in its efforts to meet its hiring needs. In fact, EB now requires six months of welding experience or completion of the MPI customized training program for welding in its job postings for Welders.
Meeting the Needs of Local Businesses. The second goal for 2016-2020 in this Plan describes EWIB’s demand-driven approach, which includes working with its education and training partners to ensure the availability of in-demand training.

Goal #2: Practice demand-driven workforce development. EWIB plays a vital role as a bridge between employers and education and training providers in Eastern Connecticut. In this role, EWIB will continue to help employers communicate their current and future talent needs to education and training providers, and will continue to hold these providers accountable for delivering workers with the specific competencies employers need. EWIB and its education/training provider partners will accomplish this via comprehensive and targeted training programs, workshops, and other tools. In Eastern Connecticut, the days of “training and praying” are long gone – as WIOA emphasizes, training must be driven by employer demand.

Coordination with Economic Development. Section IV.B. of this Plan (starting on page 30) describes in detail EWIB’s history coordinating workforce development programs and economic development, and outlines EWIB’s approach to the coordination of these two systems.

Linkages to Unemployment Insurance Programs. AJC staff work closely with DOL’s staff to reach out to these customers. Currently, DOL makes referrals to the many services/workshops available at AJC’s as well as allowing AJC staff to attend an REA session to promote specialty programs (WIF, HPOG, Ready to Work OJT, etc.

H. Priority for Services

EWIB prioritizes the following populations in the provision of individualized career services and training services in the WIOA Adult program as follows: 1) veterans and eligible spouses; 2) National Emergency Grant (NEG) participants; 3) recipients of Temporary Family Assistance and/or food stamps/non-custodial parents; 4) low-income individuals including individuals with a disability whose own income meets the requirements (even if their family income does not meet the requirements); 5) basic skills deficient individuals, including those with limited English proficiency; 6) unskilled and semi-skilled dislocated workers; 7) residents of the EWIB service area; 8) workers dislocated from businesses in the EWIB service area; and 9) displaced homemakers.

While all customers have access to the One-Stop system and basic career services, many programs and services require registration. Individualized career services that require registration are those that include any staff assessment of participant skills, education, or career objectives to: 1) assist participants in deciding on next steps in job search, training, and related services, including job referrals; 2) assist participants in assessing their own barriers to employment; and 3) assist participants in accessing other related services to enhance their employability and individual employment-related needs.

Individuals who need more than minimal staff assistance to obtain or retain employment that leads to self-sufficiency must be registered in individualized career services. Individuals seeking training, and who have a high priority for training services (see above for the list of priority populations), will also be registered in individualized career services. All adults/dislocated workers provided with Title IB WIOA funded individualized career services will be registered.

I. Training Services

Customers interested in training attend a “Get Back to Work” workshop which includes information on how to research in demand occupations & training options & funding availability.
See the “Individual Training Accounts” section below for a complete description of EWIB’s process and criteria for issuing ITAs.

### J. Customer Choice

Through the One-Stop delivery system, eligible individuals are provided with information they need to make informed choices about their own employment future, and the training to support their decisions, as well as with effective career services, case management, and career planning.

Training services can be provided to an individual who, after an interview, evaluation, or assessment, and career planning, has been determined to: a) be unlikely or unable to obtain/retain employment that leads to economic self-sufficiency or wages comparable to or higher than previous employment, through career services alone; b) be in need of training services to obtain/retain employment leading to economic self-sufficiency or wages comparable to or higher than previous employment; and c) have the skills and qualifications to successfully participate in the selected program of training services.

### K. Individual Training Accounts

Under WIOA, training services for customers are provided through Individual Training Accounts (ITAs). EWIB provides training services to its customers on the basis of an individualized assessment of the customer’s current job skills, job readiness, employment and training needs, financial, social and supportive needs, labor market demand and potential for successful completion. The customer’s Employment Plan provides the justification for all services to be given, including the appropriate combination of training and other services for the customer to achieve their employment goals.

When awarding an ITA, EWIB assumes financial responsibility on behalf of the customer up to the pre-approved amount authorized in the ITA. EWIB determines the funding level and duration of ITAs on a case-by-case basis. EWIB limits the use of ITAs to the needs identified in each customer’s Employment Plan, contingent on the availability of resources from the funding source. The following bullets provide EWIB’s detailed ITA policies:

- The maximum amount of an ITA is up to $3,500, including any supportive services allocated ($4,500 cap for Advanced Manufacturing only).
- Priority policies are applied for ITA applicants.
- ITAs are issued for training in the priority industries of STEM, advanced manufacturing, and healthcare. Funds for non-priority industries may be considered based on funding availability and labor market demand. Individuals may document such relevancy if not supported with published data.
- An ITA (non-OJT) may only be issued for training provided by an institution that is on the State’s eligible training provider list (ETPL), or by an approved EWIB training provider. EWIB provides these lists to their customers. ITAs allow customers to choose the training provider that best meets their needs.
- When awarding an ITA, consideration must be given to why a customer may need an ITA beyond what other resources may be available. Customers must document how other sources of funding were sought prior to the ITA request, as WIOA funds are intended to supplement other sources of training grants.
L. **Enhancing Apprenticeships**

EWIB’s commitment to registered apprenticeship is fully aligned with national and state priorities regarding increased apprenticeship opportunities substantially in the next decade and beyond. EWIB participates in two statewide initiatives geared towards enhancing the use of apprenticeships to support the regional economy – particularly priority industry sectors – and individuals’ career advancement.

- The **Connecticut American Apprenticeship Initiative (CT AAI)**, a U.S. Department of Labor grant project led by the Connecticut Department of Labor, aims to foster the creation by 2020 of 1,000 new registered apprenticeships statewide in the high-demand industries of advanced manufacturing, healthcare and business services. In addition to providing opportunities and access to those interested in taking part in an apprenticeship program, the CT AAI focuses on launching apprenticeship models in new, high-growth fields, aligning apprenticeships to pathways for further learning and career advancement, supporting apprenticeship models that work. EWIB’s involvement is through the Business Services Team by promoting use of this program when reaching out to employers, and by working to achieve optimal alignment of the AAI effort with related regional initiatives and grant-funded programs.

- EWIB plays a similar role in the CTDOL **Manufacturing Innovation Fund Apprenticeship Program**, which provides financial assistance to Connecticut manufacturers that have a Registered Apprentice Program as well as approved Apprentice Related Instruction Training Providers.

EWIB also has a long and extensive partnership with Electric Boat’s Apprenticeship program, most recently, working with the company to design a pipeline for Designers. The potential interconnectedness of the Manufacturing Pipeline Initiative and the American Apprenticeship Initiative, both of which name EB as the primary employer focal point, affords a unique opportunity to work with both labor and management to maximize the impact of those related efforts on both the design and shipbuilding workforce. EWIB also serves as the staffer to Electric Boat’s Labor Management Committee for oversight of U.S. Department of Labor grant-related activity.

Through a recent U.S. Department of Labor Green Jobs Innovation Grant, EWIB worked extensively with the John J. Driscoll United Labor Agency to upgrade the skills of benched or underemployed union workers in the skills trades who lacked “green” credentials. As the labor market improved, this collaboration and focus on up-skilling made possible both apprenticeship opportunities and good job placements of these newly credentialed workers. As the skilled trades sector increasingly relies upon the technological knowledge, skills and abilities of its workforce, EWIB anticipates continuing to partner with the United Labor Agency and various labor management constituencies to promote registered apprenticeships and upskilling in this field.

The primary target program is the Manufacturing Pipeline Initiative. Implementing successful apprenticeship opportunities for these individuals is consistent with EWIB’s goals for career pathway development. Both labor and management at EB will be consulted on this process.

In April 2017, a consortium of Manufacturing Pipeline Initiative partners applied to the CTDOL Office of Apprenticeship Training to qualify the Pipeline as a certified pre-apprenticeship program. This request was made based on the Pipeline’s fit with core pre-apprenticeship program criteria, including providing training that is based on industry standards, and offering individuals who successfully complete the program with direct priority of hire with the opportunity to apply for a Registered Apprenticeship program. The Pipeline also meets many secondary criteria for pre-apprenticeship programs, including: a) a curriculum designed by employer personnel, based specifically on employer needs and standards; b) training courses generally taught by current or recently retired manufacturing workers; c) preparing
unemployed and underemployed workers to finish their short-term, customized training programs and immediately step into permanent jobs on career pathways; and d) training a diverse population of unemployed and underemployed workers, including women and underrepresented minorities.

In June 2017, CTDOL officially designated the Pipeline as a certified pre-apprenticeship program. This designation: a) helps Pipeline participants to more easily connect to Registered Apprenticeship programs; b) makes program graduates who are not immediately employed by EB more attractive to other employers; c) reduces Registered Apprenticeship coursework and hours for Pipeline graduates; and d) unlocks state (e.g., Manufacturing Innovation Fund) and federal (e.g., American Apprenticeship Initiative) funding as potential sources of support for the Pipeline’s expansion and sustainability.

M. Other Program Initiatives

The following bullets provide brief overviews of other EWIB program initiatives, along with references to the location of more extensive descriptions of these initiatives elsewhere in this Plan.

- EWIB promotes **Incumbent Worker Training** provided by the Connecticut Department of Labor for businesses in Eastern Connecticut who want to train their workforce. See page 16.
- EWIB currently operates three federally-funded **On-the-Job Training (OJT)** grant programs that provide short-term post-employment training to promote hiring in STEM fields. See page 27. The last of these grant programs expired in early 2018.
- EWIB’s Eastern Connecticut Manufacturing Pipeline Initiative **customized training program** has attracted significant national interest as a potentially replicable model for customized response to employer talent needs.
- The “Industry Partnerships” section of this Plan (page 47) briefly describes EWIB’s **industry and sector strategies** and refer to more extensive descriptions of EWIB’s demand-driven, career pathways initiatives in the “EWIB Vision, Goals, and Strategies” section of this Plan.
- To improve cost-effectiveness and increase the engagement of **business intermediaries**, EWIB contracts with its regional chambers of commerce to deliver Business Services rather than hiring additional EWIB staff to deliver these services.

N. Service Provider Continuous Improvement

**Continuous Improvement.** EWIB’s data-driven leaders have routinely exceeded federal and State workforce system performance benchmarks because of their dedication to meeting the needs of EWIB’s individual and business customers and their commitment to continuous improvement. EWIB provides three-year awards to its One-Stop operator(s) that are expendable each year based on performance. EWIB regularly monitors its One-Stop operator(s) and all of its contracted service providers and the AJC delivery system to ensure the achievement of performance benchmarks. EWIB works closely with underperforming contractors to remedy performance issues, and terminates relationships with contractors who consistently fail to meet performance expectations.

The One-Stop Operator has worked with EWIB to intensify efforts to capture AJC customer feedback and to improve the experience of AJC customers. To date, EWIB has done four things to work towards these goals:

- In the fall of 2017, One-Stop Operator staff members conducted “secret shopper” visits to each AJC East location. Posing as AJC customers seeking various services (workshops, career counseling, résumé critique, general guidance), One-Stop Operator staff interacted with staff,
spent time in the AJCs, and received services. Based on their experiences and observations, staff wrote brief visit reports that included detailed observations, a summary of findings, and considerations.

- In January 2018, the Willimantic and Danielson AJCs began piloting a new orientation process for new AJC customers. The new orientation guide uses the acronym GREAT CARE to help staff remember and follow each step in the process (greet, register, explain, ask, tips, calendar, arrange, remind, encourage). The new orientation model was designed to be easier for staff to memorize, more likely to be implemented consistently across AJCs, and to provide customers with a clearer understanding of their next steps. Staff from the Willimantic and Danielson AJCs received training on the new orientation process in early January 2018, and began implementing the new model immediately. Montville staff will receive training in April 2018.

- Customers who complete orientation are invited by staff to complete a new customer survey before they leave the AJC. The survey asks customers about how welcoming and helpful AJC staff were, how much they learned about AJC services, how clear their next steps at the AJC are, and how likely they are to return to the AJC. Survey results will inform adjustments to the new customer orientation process and the overall AJC environment and processes to improve the customer experience.

- EWIB is working with the One-Stop-Operator to develop a quarterly dashboard that captures the performance of the AJC East locations on priority areas such as customer satisfaction and workshop and recruitment attendance, among others. The dashboard will give EWIB and AJC leaders and staff a snapshot of progress on key metrics, helping to identify areas of focus for continued improvement.

Training Providers. The “In-Demand Training” section (page 48) describes how EWIB – through its facilitation of regional industry-driven partnerships among employers, education and training providers, and workforce development partners – has ensured that training providers meet the needs of regional employers, workers, and jobseekers by offering training that leads directly to jobs on career pathways. ETPL is the only approved training list for WIOA customers.

O. Youth Program Design

DOL approved EWIB’s existing procurement for youth services through June 2017 with the understanding that EWIB will release a full RFP for youth services beginning July 1, 2017 that will include the requirement to provide the 14 program elements. EWIB released the full RFP in February of 2017 & awarded youth services to EASTCONN for both in-school & out-of-school youth.

A policy is under development for “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.” and was brought to the Youth Committee and approved prior to releasing the RFP.

Although EWIB has an existing “required additional assistance” policy developed under WIA, the revised WIOA policy was approved by the Youth Committee.

P. Rapid Response

Members of the EWIB Business Services Team participate on the Rapid Response Team convened by the Connecticut Department of Labor (CTDOL) whenever a plant closing or large-scale layoff occurs in Eastern Connecticut. EWIB Business Service Team members, CTDOL staff, and representatives of other state agencies (e.g., Department of Economic and Community Development, Department of Social Services) work together to help dislocated workers get back on their feet. The Rapid Response Team may conduct,
prior to layoffs, “Early Intervention” sessions where employees can learn about unemployment benefits, job search assistance, and training opportunities. The Rapid Response Team also shares information about community services and local agencies that provide help, advocacy, and support to dislocated workers and their families.

See the text box on page 22 for a description of how EWIB recently leveraged its partnership with the Eastern Advanced Manufacturing Alliance (EAMA) to coordinate with the Rapid Response Team to organize a job fair for 85 laid off workers to connect them with EAMA member companies in need of skilled manufacturing workers. EWIB intends to work with EAMA and the State Rapid Response Team to replicate this successful effort.
Attachment A – CEO Agreement

Agreement among Chief Elected Officials for the Eastern Connecticut Workforce Investment Area
Attachment B – Organizational Chart

Eastern Connecticut Workforce Investment Board (EWIB) Organizational Chart