



To: Kelli-Marie Vallieres, PhD
Chief Workforce Officer
Office of Workforce Strategy

From: Chris Jewell, EWIB Board Chair
Thomas Sparkman, EWIB CEO Council Chair

Date: June 12, 2024

Subject: EWIB Comprehensive WIOA Local Plan for Program Year (PY) 2024-2027

On behalf of the Eastern CT Workforce Investment Board of Directors (EWIB Board) and the Eastern CT Workforce Council of Chief Elected Officials (CEO Council), we are pleased to submit the Eastern Region's Comprehensive WIOA Local Plan for PY 2024-2027.

The process to develop the plan included a public comment period by making the plan available through electronic means via posting on the EWIB website and providing an online means to communicate feedback. No public comments expressed disagreement with the Plan. EWIB did receive suggestions from the public relevant to clarifying or enhancing content. These comments are available upon request from EWIB.

The proposed plan references the strategic goals adopted by the industry-led EWIB Board of Directors and aligns with Connecticut's WIOA Unified State Plan and responds to local needs.

Should you have any questions or comments, please feel free to contact EWIB President/CEO, Michael Nogelo at nogelom@ewib.org or 860-859-4100 ext. 114.

CC: Michael Nogelo, President/CEO
Carol LaBelle, Sr. Director of Programs & Special Projects
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Our Core Values: Partnership - Innovation - Accountability - Efficiency - Continuous Improvement

Eastern Connecticut

WIOA Local Plan

2024 to 2028

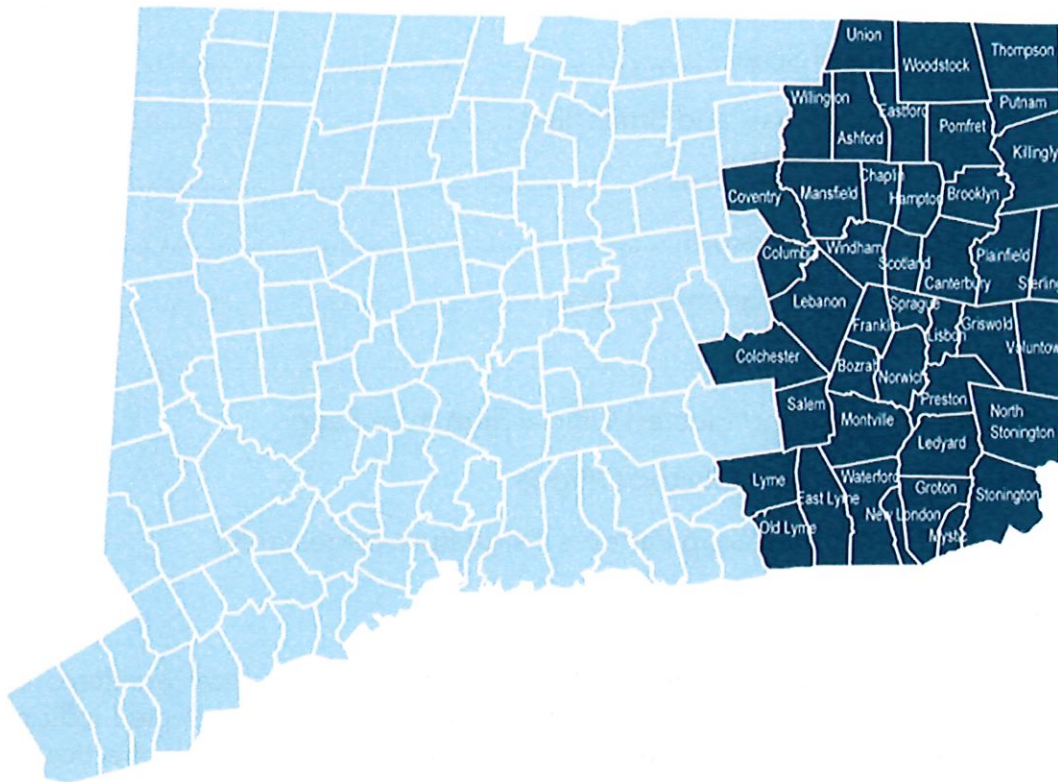


TABLE OF CONTENTS

Cover Page	1
Table of Contents	2
Acknowledgement	2
Executive Summary	3
Section 1. Organizational Structure	5
Section 2. Environmental Scan	11
Section 3. LWDB Vision, Goals and Strategies	29
Section 4. Coordination of Services	35
Section 5. Local One-Stop System	39
Section 6. Description of Program Services	42
Exhibits	49
Exhibit A. Board Chair and Elected Official Signature Page	
Exhibit B. MOU with Chief Elected Officials	
Exhibit C. MOU with One-Stop Partners (*signature pages only)	

ACKNOWLEDGMENT

The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB) to develop and submit, in partnership with the chief elected officials (CEO), a comprehensive four-year plan to the Governor. The WIOA four-year plan will be effective for PYs 2024 - 2027, beginning July 1, 2024 through June 30, 2028.

Consistent with WIOA sec. 107(e), EWIB makes information about the Plan available to the public on a regular basis through electronic means and open meetings. The proposed plan was made available through electronic means during a public comment period with methods for comment submission (e.g., e-mail address) for members of the public, including representatives of business, labor organizations, and education.

The Council of Chief Elected Officials and the EWIB Board of Directors approved this plan. At the end of the first 2-year period of the 4-year plan, EWIB will review the plan and in partnership with their chief elected officials, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan.

EXECUTIVE SUMMARY

ORGANIZATIONAL STRUCTURE

EWIB operates as a 501(c)3 nonprofit organization and serves as the administrative entity that oversees a network of workforce-related programs including the operations of American Job Centers (AJCs). A Chief Elected Officials (CEO) Council coordinates oversight across the region. An industry-driven Board of Directors governs EWIB. Board members participate in Board committees designed to convene and engage partners and stakeholders in discussions most relevant to the vitality of the public workforce development system.

ENVIRONMENTAL SCAN

The Eastern Connecticut Workforce Development Area (WDA) includes 41 towns in a geographical region that includes towns in New London County (the "Southeast") as well as Windham County and five towns from Tolland County (the "Northeast"). In 2022, an estimated 441,720 residents lived in the Eastern WDA, an increase of 1.9% (433,641) from 2020. 83.8% of the workforce in Eastern Connecticut identifies as white; 11.0% identify as Hispanic or Latino. 33.6% of the workforce has a high school diploma or equivalent (no college) or less than a high school diploma. The table shows the labor force and employment summary for the Eastern WDA from 2019 to 2023.

Labor Force and Employment Summary for Eastern WDA: 2019 to 2023

Description	2019	2020	2021	2022	2023
WDA Labor Force Count	231,511	221,646	216,520	225,126	223,103
WDA Employed Count	223,267	202,472	202,339	215,783	214,899
WDA Unemployed Count	8,244	19,173	14,181	9,343	8,204
WDA Unemployment Rate	3.6%	8.7%	6.6%	4.2%	3.7%
State Unemployment Rate	3.6%	8.0%	6.4%	4.1%	3.8%

Source: Connecticut Department of Labor, Local Area Unemployment Statistics

Industry sectors in the region that contain the most workers include Health Care and Social Assistance; Manufacturing; Educational Services; Accommodation and Food Services; and Retail Trade. Of these, EWIB currently identifies Health Care and Manufacturing as priority industry sectors with occupations that represent high-demand, high quality jobs and career pathway opportunities.

An increasing number of jobs require an industry-valued certificate or some post-secondary education as well as more advanced technology skills. Employers need access to qualified workers with the technical knowledge and proficiencies to perform job specific responsibilities and the professionalism and interpersonal skills to navigate the company culture and work environment. Other factors such as affordable housing, access to childcare, and transportation barriers affect attachment to the labor force or participation in education and training programs.

VISION, GOALS AND STRATEGIES

EWIB exists to coordinate a regional workforce development system that promotes economic vitality and equitable opportunity by preparing workers for in-demand, quality jobs on career pathways. EWIB holds a vision that, "Every Eastern Connecticut worker has the preparation and opportunities needed to achieve a living-wage career. Every Eastern Connecticut business has the workers needed to thrive."

Core values include partnership, innovation, accountability, efficiency, and continuous improvement. The table shows EWIB's goals and alignment with the WIOA Unified State Plan for PYs 2024-2027.

EWIB Goal and Strategy Alignment with WIOA Unified State Plan for PYs 2024-2027

2024-2028 Local Plan Goals	Alignment with WIOA Unified State Plan Pillars
1. Increase the impact and accessibility of core AJC programs and services	<ul style="list-style-type: none"> o Data and performance o Diversity, equity, inclusion, and access
2. Expand manufacturing & healthcare talent pools in response to industry need	<ul style="list-style-type: none"> o Sector-based training o Diversity, equity, inclusion, and access
3. Expand and sustain manufacturing and healthcare regional sector partnerships to strengthen demand-driven workforce development	<ul style="list-style-type: none"> o Industry leadership
4. Enhance, expand, and sustain manufacturing and healthcare youth workforce pipeline programs	<ul style="list-style-type: none"> o Education and career pathways o Diversity, equity, inclusion, and access

Regional Sector Partnerships (RSPs) represent coalitions of employers who define and champion an agenda for developing talent pipelines in target industries and occupations with support from a coordinated team of public partners in education, workforce development, economic development entities, and other community-based organizations to collaboratively advance the industries' competitiveness. EWIB uses an RSP model in Manufacturing and Health Care, the sectors with the most projected growth and largest workforce in the region.

LOCAL ONE-STOP SYSTEM

EWIB oversees the operation of one (1) Comprehensive One-Stop Center and two (2) Affiliate Centers.

One-Stop Center Type and Location

Comprehensive	Affiliate	Affiliate
Montville 601 Norwich New London Turnpike Suite 1 Uncasville, Connecticut 06382 Ph: (860) 848-5200	Danielson 562 Westcott Road Danielson, Connecticut 06239 Ph: (860) 774-4077	Willimantic 1320 Main Street Tyler Square Willimantic, Connecticut 06226 Ph: (860) 450-7603

The Comprehensive One-Stop Center creates a physical access point for job seekers and employers to access the programs, services, and activities of all required One-Stop partners. The Comprehensive One-Stop Center provides career services, access to employment and training services, and access to programs and activities carried out by One-Stop partners. The Affiliate One-Stop Centers create physical access points for job seekers and employers to access one or more of the One-Stop Center system partners programs, services, and activities.

EWIB coordinates the involvement of WIOA required partners as well as an extensive network of community resource partners.

EWIB meets or exceeds federal performance accountability measures to support economic growth and self-sufficiency.

SECTION 1. ORGANIZATIONAL STRUCTURE

A. Chief Elected Official(s) (CEOs)

A1. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.

CEO Council Members

Name, Title, Role & Town	Contact Information
Honorable Thomas Sparkman First Selectman Town of Lisbon (Chair)	1 Newent Road Lisbon, CT 06351 Ph: (860) 376-3400 E-Mail: tsparkman@lisbonct.com
The Honorable Kevin Cunningham First Selectman Town of Plainfield (Vice-Chair)	8 Community Avenue Plainfield, CT 06374 Ph: (860) 230-3001 E-Mail: kcunninghamselectman@plainfieldct.org
The Honorable Christopher Lippke First Selectman Town of Canterbury (Secretary/Treasurer)	1 Municipal Drive Canterbury, CT 06331 Ph: (860) 546-9669 E-Mail: firstselectman@canterburyct.org
The Honorable Sandra Allyn-Gauthier First Selectwoman Town of Preston (Member)	389 Route 2 Preston, CT 06365 Ph: (860) 887-5581 E-Mail: allyngauthier@preston-ct.org
The Honorable Peter Nystrom Mayor City of Norwich (Member)	100 Broadway, 3 rd Floor Norwich, CT 06360 Ph: (860) 823-3743 E-Mail: pnystrom@cityofnorwich.org

A2. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the CEO.

Attachments A and B contain an "Agreement among Chief Elected Officials for the Eastern Connecticut Workforce Investment Area" that has been executed to define how the parties will conduct the roles and responsibilities of the CEO Council.

A3. If applicable, attach a copy of the agreement executed between the CEO(s) and the LWDB.

Attachments A and B contain an "Agreement among Chief Elected Officials for the Eastern Connecticut Workforce Investment Area" that has been executed to define how the parties will conduct the roles and responsibilities of the CEO Council.

A4. Describe the following:

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

Nominees include replacement members for required partners nominated by the agency of the departing member as well as representatives from industry partners or other community resource partners. The EWIB President/CEO screens nominees to assure nominees hold clarity about roles, responsibility, meeting schedules, and expected time commitment. The EWIB President/CEO presents nominees to the CEO Council. The CEO votes on Board member appointments during meetings of the CEO Council. Newly appointed Board members receive a Board member orientation and complete required forms (e.g., contact, designee, conflict of interest) prior to joining the Board.

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

EWIB Board members typically serve 3-year terms. Approximately 33% of the Board members' terms end in any specific year. This turnover ratio allows the Board to balance continuity of leadership with opportunities to refresh the Board with new leaders, particularly industry partners.

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee.*

The EWIB President/CEO meets regularly with the CEO Council and briefs Council members on various matters including any current or future Board member openings as well as the timing of the Board member recruitment cycles. Also, the CEO Council members receive EWIB Board and committee meeting minutes and invitations to attend the public EWIB Board meetings.

- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations.*

If a Board member cannot attend a Board meeting, the Board member may opt to send a predesignated alternate to participate in the meeting. The predesignated alternate may participate in votes as appropriate. The Board member holds responsibility to brief the predesignated alternate on matters related to official business, Board process, and decorum.

- v. The use of technology, such as phone and Web-based meetings, which will be used to promote board member participation.*

EWIB holds hybrid meetings with the CEOs and the Board.

- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities.*

EWIB Board members lead and participate in Board committees designed to convene and engage partners and stakeholders in discussions most relevant to the vitality of the public workforce development system. EWIB Board committees include advisory members from the public who hold no voting privileges. Board members assist in recruiting and engaging advisory members to add diverse voices and perspectives into discussions. Board committees include:

- Executive Committee
- Nominating Committee
- Performance, Accountability and Planning Committee
- Youth Committee

EWIB coordinates and supports industry-led Regional Sector Partnerships (RSPs) in manufacturing and health care. Board members lead and participate in the RSPs and help EWIB encourage industry partners to engage in these efforts.

vii. Any other conditions governing appointments or membership on the local board.

Other notable conditions governing appointments or Board membership include:

- Board members must not miss three consecutive meetings, unless under extenuating circumstances.
- Board members must complete an annual conflict of interest attestation. Board members may not vote on a matter under consideration by the Board or a committee that poses a conflict of interest.

A5. Provide a description of how the CEO was involved in the development, review, and approval of the plan.

The EWIB President/CEO alerted the CEO Council members about the Board's responsibility to develop a new local plan in 2024. The EWIB President/CEO briefed CEO Council members on the planning requirements, process, and timeline - including the public comment requirements. CEO Council members shared any concerns about the process and their potential role or opportunities for involvement. The CEO Council members received a draft document and an opportunity to provide feedback to EWIB. The EWIB President/CEO caused revisions to occur in response to input from the Board and the public comment. The CEO Council members were informed of the Board's vote to approve the plan and received a final copy.

B. Local Workforce Development Board (LWDB)

B1. Provide a matrix identifying LWDB members including the category each member represents.

EWIB Board Members		
Name	Organization	Type
Christopher R. Jewell (Chair)	Collins & Jewell Company	Industry
Thayne D. Hutchins, Jr. (Vice-Chair)	Mohegan Indian Tribe	Tribal Nation
Caleb Roseme (Secretary)	Assured Quality Homecare	Industry
Michael Phelps (Treasurer)	Sonalyst	Industry
Jeffrey Beadle	Windham Regional Community Council	CBO
Nereida Braasch	Berkshire Bank	Industry
Ray Coombs, Jr.	Westminster Tool	Industry
Jessica Corneau	CT Department of Aging and Disability Services	Voc. Rehab
Nicole Galo	Lawrence + Memorial Hospital / Yale New Haven Health	Industry

EWIB Board Members

Name	Organization	Type
David Jarvis	North Atlantic States Regional Council of Carpenters	Labor Union
Dr. Mary Ellen Jukoski	CT State Community College – Three Rivers Campus	Education
Susan Kocaba	CT State Department of Education	Education
Linda Ladas	CT Department of Labor	Wagner-Peyser
Liz Li	Hartford HealthCare	Industry
William Louis	MDA/UAW Local 571	Labor Union
Dr. Andrew McKillop	Pfizer	Industry
Courtney Murphy	General Dynamics / Electric Boat Division	Industry
Michael O'Connor	Millstone Power Station	Industry
Eric Protulis	EASTCONN	Education
Jessica van der Swaagh	SPIROL	Industry
Paul Whitescarver	Southeastern CT Enterprise Region	Economic Development

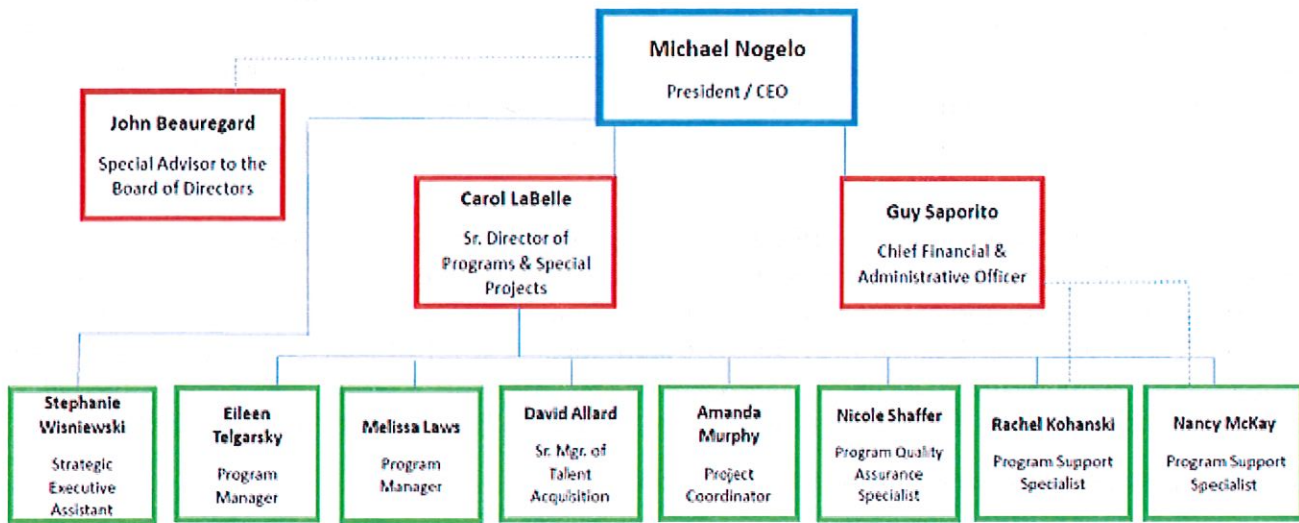
B2. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

The EWIB President/CEO alerted the Board members about the Board's responsibility to develop a new local plan in 2024. The present plan reflects the Board's contribution to WIOA planning processes and its ongoing committee work. Board members received a draft document and an opportunity to provide feedback. The EWIB President/CEO caused revisions to occur in response to input from the Board and the public comment. The Board members received a draft prior to a final discussion at a Board meeting and vote of approval on May 21, 2024.

B3. Provide an organizational chart for the LWDB and administrative support.

The figure shows the organizational chart for EWIB.

EWIB Organizational Chart



C. Local Administrative Entity and Grant Sub Recipient

C1. Identify the administrative entity.

EWIB operates as a 501(c)3 nonprofit organization and serves as the administrative entity that oversees a network of workforce-related programs including the operations of American Job Centers (AJCs).

C2. Identify the entity selected to receive and disburse grant funds (local fiscal agent).

EWIB serves as the local fiscal agent responsible for receiving and disbursing WIOA and related funding.

D. One-Stop System

D1. Provide a description of the local one-stop system, including the number, type, and location of full-service and other service delivery points.

The LWDA covers 41 towns in Eastern Connecticut. EWIB oversees the operation of one (1) Comprehensive One-Stop Center and two (2) Affiliate Centers.

One-Stop Center Type and Location		
Comprehensive	Affiliate	Affiliate
Montville 601 Norwich New London Turnpike Suite 1 Uncasville, Connecticut 06382 Ph: (860) 848-5200	Danielson 562 Westcott Road Danielson, Connecticut 06239 Ph: (860) 774-4077	Willimantic 1320 Main Street Tyler Square Willimantic, Connecticut 06226 Ph: (860) 450-7603

The Comprehensive One-Stop Center creates a physical access point for job seekers and employers to access the programs, services, and activities of all required One-Stop partners and has at least one (1) WIOA Title I staff person physically present. The Comprehensive One-Stop Center provides career

services, access to employment and training services, access to programs and activities carried out by One-Stop partners including the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III, and workforce and labor market information. The Comprehensive One-Stop Center offers customer access to these programs, services, and activities during regular business days and at other times as established by EWIB. The Comprehensive One-Stop Center meets physical and programmatic accessibility requirements for persons with disabilities (refer to response 3.D).

The Affiliate One-Stop Centers create physical access points for job seekers and employers to access one or more of the One-Stop Center system partners programs, services, and activities. Affiliate One-Stop Centers do not provide access to every required One-Stop Center partner program. EWIB works closely with the One-Stop Service Provider to determine the level of staff coverage in response to customer volume and more localized needs. Affiliate One-Stop Center sites meet physical and programmatic accessibility requirements for persons with disabilities (refer to response 3.D).

D2. Identify the process to select the one-stop operator.

EWIB followed its public procurement policies and processes to promote a full and open competition for the selection of its One-Stop Operator (OSO).

D3. Identify the entity or entities selected to operate the local one-stop center(s).

EASTCONN serves as the lead WIOA Service Provider.

D4. Identify the entity or entities selected to provide career services within the local one-stop system.

EASTCONN provides Adult and Dislocated Worker (ADW) services in the Willimantic and Danielson AJCs, and subcontracts with TVCCA for delivery of these services in the Montville AJC. Other required WIOA partners deliver career services at the AJCs.

Core Career Services Providers by WIOA Category

WIOA Category	Provider (*denotes contractor vs. required partner)
Adult	EASTCONN*, TVCCA*
Dislocated Worker	EASTCONN*, TVCCA*
Youth (Out-of-School)	EASTCONN*, TVCCA*
Adult Education & Literacy	EASTCONN*, New London Adult Ed, Norwich Adult Ed
Wagner-Peyser Act	Connecticut Department of Labor
Rehabilitation Act	Connecticut Bureau of Rehabilitation Services

D5. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.

The OSO will not provide any career services. Required WIOA partners and One-Stop Service Providers (contracted) will provide career services (refer to response A.D.4). A variety of other partners will provide career services and ancillary services via referrals to support the delivery of career services.

Non-Required Service Providers at Eastern Connecticut's AJCs

Service	Partner Type	Provider
Transportation	Referral	Eastern Connecticut Transportation Consortium
Technology & Workshops	Contractor	Employment and Training Institute
Training & Special Projects	Contractor	Connecticut State (Three Rivers, Quinebaug Valley)
Business Services	Contractor	Northeastern Chamber of Commerce; Chamber of Commerce of Eastern CT
Employment & Training	Referral	Connecticut Indian Council
Rehabilitation Services	Referral	Connecticut Department of Aging & Disability Services
Job Corps	Referral	Job Corps
Justice-Involved	Referral	Opportunities Industrialization Center
Summer Youth	Contractor	Connecticut Department of Children and Families

SECTION 2. ENVIRONMENTAL SCAN

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

Population. The Eastern Connecticut Workforce Development Area (WDA) includes 41 towns in a geographical region that includes towns in New London County (the "Southeast") as well as Windham County and five towns from Tolland County (the "Northeast"). In 2022, an estimated 441,720 residents lived in the Eastern WDA, an increase of 1.9% (433,641) from 2020.

Employment Count vs. Labor Force. The labor force represents a total count of the civilian noninstitutional population aged 16 and over who are either employed or actively looking for work. Employed individuals are members of the civilian noninstitutional population aged 16 and over who have jobs. Unemployed people are individuals who are jobless and actively looking for work. The table shows the annual employment count compared to the labor force in the Eastern WDA as well as the number of unemployed individuals and the unemployment rate for the WDA compared to the state.

Labor Force and Employment Summary for Eastern WDA: 2019 to 2023

Description	2019	2020	2021	2022	2023
WDA Labor Force Count	231,511	221,646	216,520	225,126	223,103
WDA Employed Count	223,267	202,472	202,339	215,783	214,899
WDA Unemployed Count	8,244	19,173	14,181	9,343	8,204
WDA Unemployment Rate	3.6%	8.7%	6.6%	4.2%	3.7%
State Unemployment Rate	3.6%	8.0%	6.4%	4.1%	3.8%

Source: Connecticut Department of Labor, Local Area Unemployment Statistics

Wages. The table shows annual average wages in the WDA compared to the statewide average. Average wages have increased in the WDA albeit by less than the statewide average and remain significantly lower than the statewide average.

Annual Average Wages in the WDA compared to the State: 2018 to 2022

Description	2018	2019	2020	2021	2022
Connecticut	\$67,744	\$69,787	\$75,411	\$77,839	\$81,241
Eastern WDA	\$53,090	\$54,384	\$59,856	\$61,709	\$64,303
Difference	(\$14,654)	(\$15,403)	(\$15,555)	(\$16,130)	(\$16,938)

Source: Connecticut Department of Labor, Quarterly Census of Employment and Wages (QCEW)

Cost of Living. ALICE is an acronym for Asset Limited, Income Constrained, Employed. ALICE families have household incomes above the Federal Poverty Level, but below a basic cost of living threshold: According to the United Way of Connecticut, a monthly "survival" budget totals \$2,700 for one adult and \$7,619 for a family of four in Connecticut. The table shows the uses of the survival budget for the adult and family of four. Approximately 39% of Connecticut residents live below the ALICE threshold.

Asset Limited, Income Constrained, Employed (ALICE) Monthly Survival Budget (2021)

Description	One Adult	Family of Four	Single Senior
Housing using fair market rent	\$ 801	\$ 1,111	\$ 801
Utilities	\$ 154	\$ 292	\$ 154
Child care	\$ -	\$ 2,188	\$ -
Food	\$ 499	\$ 1,360	\$ 460
Transportation	\$ 357	\$ 834	\$ 310
Health Care	\$ 241	\$ 815	\$ 570
Technology	\$ 75	\$ 110	\$ 75
Miscellaneous	\$ 231	\$ 671	\$ 237
Taxes and available tax credits	\$ 420	\$ 1,505	\$ 486
Monthly Total	\$ 2,760	\$ 8,886	\$ 3,093

Asset Limited, Income Constrained, Employed (ALICE) Monthly Survival Budget (2021)

Description	One Adult	Family of Four	Single Senior
Annual Total Before Tax Credits	\$33,120	\$106,632	\$37,116
Tax Credits	\$ -	(\$ 15,204)	\$ -
Annual Total with Tax Credits	\$33,120	\$ 91,428	\$37,116
Full-time Hourly Wage	\$16.56	\$45.71	\$18.56

Source: United Way of Connecticut

Housing. According to the Department of Economic and Community Development, housing permits in the region have decreased from a high of 869 in 2018 to 596 in 2022 – which is 40 less than in 2021. According to the National Low Income Housing Coalition, Connecticut faces a deficit of 98,144 affordable and available rental units to serve extremely low-income individuals (0% to 30% of area median income) and a deficit of 86,371 rental units to serve people at or below 50% of area median income.

Childcare. The Governor’s Blue Ribbon Panel on Child Care 2023 Plan recommended focusing first on the Eastern Connecticut region where a “severe shortage” of early childhood education opportunities exist. The 2023 Annie E. Casey Kids Count Data Book reported that at \$18,156 per year for center-based care and \$11,955 per year for care in a family childcare home (FCC), Connecticut had the third most expensive childcare for infants and toddlers in the nation. Connecticut Voices for Children estimates a childcare gap of 37,444 children across Connecticut which may increase because of changes to the age of Kindergarten enrollment. Businesses that employ working parents with children under three suffer financial consequences when parents do not have adequate childcare. Businesses that employ working parents who must arrange care for infants, toddlers, and young children may suffer financial consequences (e.g., lost productivity, overtime pay for other workers) when parents cannot find adequate and appropriate childcare.

Transportation. The Eastern WDA contains 1,344.5 square miles or 28% of the state’s land area. Population density – people per square mile of land area – in the Eastern WDA is 328.5 vs. 748.5 statewide. Transportation plays a critical role in supporting the connections between where people live, learn, work, play, and worship. The publicly available transportation infrastructure (i.e., buses, railways) remains limited and uneven, placing a high burden of responsibility and cost on residents, particularly in the context of inflation and higher gas prices.

Opportunity Youth. Dalio Education published a report titled, “Connecticut’s Unspoken Crisis” that identified that 119,000 young people have either dropped out of school or are in danger of dropping out of school, and who are, for those aged 18 to 26, unemployed and in many cases unemployable. In the Eastern WDA, over 40% of youth in one town experience disconnection in the first year after high school, 30% to 40% experience disconnection in nine towns, and 10% to 20% experience disconnection in 14 towns. These youth represent valuable workforce and community assets.

Location quotients. Location Quotients (LQs) are ratios that allow an area's distribution of employment by industry to be compared to a reference or base area's distribution. If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the reference area. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area. The table shows LQs for industry sectors in the Eastern Connecticut WDA relative to Connecticut.

Location Quotients for Industry Sectors in Eastern Connecticut Relative to Connecticut
 Shading identifies LQs over 1.0. Bold indicates a higher LQ compared to 2018.

NAICS Code	Industry Description	LQ Relative to Connecticut	
		2018	2022
11	Agriculture, forestry, fishing, and hunting	2.84	2.93
21	Mining	3.05	3.31
22	Utilities	2.51	2.44
23	Construction	0.79	0.83
31-33	Manufacturing	1.37	1.51
42	Wholesale trade	0.59	0.65
44-45	Retail trade	1.07	1.11
48-49	Transportation and warehousing	1.18	0.90
51	Information	0.48	0.48
52	Finance and insurance	0.22	0.23
53	Real estate and rental and leasing	0.61	0.57
54	Professional and technical services	0.58	0.60
55	Management of companies and enterprises	0.40	0.33
56	Administrative and waste management	0.44	0.49
61	Educational services	0.52	0.58
62	Health care and social assistance	0.88	0.89
71	Arts, entertainment, and recreation	0.80	0.83
72	Accommodation and food services	1.30	1.30
81	Other services, except public administration	0.81	0.71
99	No classifiable establishments	0.60	1.67

Source: CTDOL, Office of Research analysis of Quarterly Census of Employment and Wages (QCEW) data

Industry Projections. CTDOL projects that goods producing industries in the Eastern WDA will grow by 6,140 workers and represent 17.8% of the total workforce in 2030, up from 16.7% of total workforce in 2020. The table below shows industry projections for 2030 in Eastern Connecticut using the North American Industry Classification System (NAICS).

Industry Projections (NAICS) in Eastern Workforce Development Area

Bold denotes the top 10 industry sectors based on projected employment in 2030

Shading denotes top 10 industry sectors based on numeric change and percent change 2020 vs. 2030

NAICS Code	Industry Title	Base Employment 2020	Projected Employment 2030	Numeric Change	Percent Change
0	Total All Industries	175,662	199,223	23,561	13.4
11	Agriculture, Forestry, Fishing and Hunting	1,466	1,908	442	30.1
21	Mining, Quarrying, and Oil and Gas Extraction	161	204	43	26.7
22	Utilities	1,387	1,494	107	7.7
23	Construction	4,924	5,590	666	13.5
31	Manufacturing	22,836	27,825	4,989	21.9
42	Wholesale Trade	3,847	4,137	290	7.5
44	Retail Trade	18,528	19,425	897	4.8
48	Transportation and Warehousing	6,016	8,219	2,203	36.6
51	Information	1,547	1,662	115	7.4
52	Finance and Insurance	2,413	2,293	-120	-5.0
53	Real Estate and Rental and Leasing	1,168	1,238	70	6.0
54	Professional, Scientific and Technical Services	6,200	7,315	1,115	18.0
55	Management of Companies and Enterprises	1,208	1,303	95	7.9
56	Administrative and Support and Waste Management and Remediation Services	4,345	5,051	706	16.3
61	Educational Services	25,282	26,200	918	3.6
62	Health Care and Social Assistance	26,546	29,216	2,670	10.1
67	Self Employed and Unpaid Family Workers, All Jobs	11,390	13,099	1,709	15.0
71	Arts, Entertainment, and Recreation	1,721	2,480	759	44.1
72	Accommodation and Food Services	20,466	25,412	4,946	24.2
81	Other Services (except Public Administration)	3,456	4,108	652	18.9
91	Total Federal Government Employment	2,871	2,641	-230	-8.0
92	State Government, Excluding Education and Hospitals	2,565	2,588	23	0.9
93	Local Government, Excluding Education and Hospitals	5,319	5,815	496	9.3

Source: CT DOL, QCEW data

[Employment Industry by Town.](#) The table shows town-by-town employment, worksites, average wages, and largest employment industry.

Employment and Largest Employment Industry by Town

Bold denotes top 10 towns by annual average employment; Shading denotes top 10 in the category

Area Description	Number of Worksites 2022	2021-22 # Worksite Change	Ann. Avg. Employ. 2022	Ann. Avg. Emp. 2021-22 Change	Ann. Avg. Wage 2022	Ann. Avg. Wage 2021-22 Change
Connecticut	142,772	11,509	1,642,508	50,748	\$81,239	\$3,423
Ashford	122	12	602	77	\$47,279	\$740
Bozrah	92	0	1,401	68	\$56,171	\$160
Brooklyn	263	77	1,937	199	\$49,219	\$5,277
Canterbury	113	13	641	22	\$47,968	\$488
Chaplin	49	0	279	6	\$40,375	\$2,630
Colchester	455	11	3,833	33	\$56,005	\$2,486
Columbia	158	19	1,092	54	\$61,690	\$8,154
Coventry	237	9	1,414	-8	\$53,124	\$4,484
East Lyme	664	37	5,273	178	\$57,234	\$2,385
Eastford	44	2	662	19	\$62,079	\$3,491
Franklin	102	-5	1,253	33	\$69,658	\$6,090
Griswold	255	22	1,527	78	\$47,836	\$1,594
Groton	1,181	6	28,899	963	\$97,577	\$3,021
Hampton	39	39	272	272	\$43,864	**
Killingly	579	9	8,675	299	\$56,621	\$3,320
Lebanon	142	13	1,271	9	\$54,578	\$2,870
Ledyard	369	-1	7,189	665	\$50,535	\$820
Lisbon	101	4	1,618	-53	\$34,236	\$1,691
Lyme	66	9	198	32	\$100,171	\$13,244
Mansfield	411	14	11,810	561	\$68,739	\$3,650
Montville	416	5	10,215	598	\$52,171	\$2,286
New London	973	45	12,707	297	\$64,092	\$1,929
N Stonington	152	3	1,414	20	\$62,167	\$652
Norwich	1,107	37	16,161	411	\$59,689	\$2,697
Old Lyme	342	14	2,297	-2	\$65,520	\$5,719
Plainfield	397	-5	4,593	45	\$49,557	\$2,944
Pomfret	147	1	1,736	25	\$51,197	\$2,397
Preston	110	7	782	53	\$53,186	\$3,915
Putnam	410	23	5,738	54	\$55,135	\$2,007
Salem	111	8	600	28	\$51,826	\$5,230
Scotland	26	2	115	3	\$37,015	-\$246
Sprague	65	7	414	15	\$58,304	\$2,207
Sterling	67	12	288	8	\$57,792	\$7,215
Stonington	920	20	7,784	511	\$57,646	\$2,242
Thompson	220	17	1,382	18	\$48,886	\$653
Union	18	0	128	1	\$52,841	-\$1,546
Voluntown	60	3	316	6	\$45,264	\$2,611
Waterford	717	30	10,234	351	\$63,999	\$1,947
Willington	137	4	1,877	67	\$39,614	-\$2,213
Windham	656	26	9,744	242	\$53,481	\$2,048
Woodstock	215	16	1,528	112	\$56,664	\$2,537

Source: Connecticut Department of Labor, Quarterly Census of Employment and Wages (QCEW)

Occupational Projections. The table shows occupational projections for major occupational groups (level 1) as organized by Standard Occupational Classification (SOC) system codes. Occupational openings are the projected number of openings (positions) for workers entering the occupation. Openings are defined as the sum of net occupational employment change and occupational separations. Workers who change jobs within an occupation do not generate openings; no net change in openings occurs from this movement. Occupational separations are the projected number of workers permanently leaving an occupation (defined as the sum of labor force exits and occupational transfers). In most occupations, separations result in openings for new workers to enter the occupation, but in declining occupations, not all separations result in openings.

Major Occupational Group (SOC Level 1) Projections in Eastern Workforce Development Area

Bold denotes the top 10 major occupational groups based on projected employment 2030

Shading denotes the top 10 for annual change, annual exits, annual transfers, and annual openings.

SOC Code	Occupations	Base Employment 2020	Projected Employment 2030	Annual Change	Annual Exits	Annual Transfers	Annual Total Openings
00-0000	All	175,662	199,223	2,356	8,198	12,295	22,849
11-0000	Management	10,583	12,232	165	306	596	1,067
13-0000	Business & Financial Operations	6,699	7,576	88	194	418	700
15-0000	Computer & Mathematical	4,347	5,362	102	102	241	445
17-0000	Architecture and Engineering	7,903	9,979	208	193	404	805
19-0000	Life, Physical, and Social Science	1,940	2,254	31	45	154	230
21-0000	Community and Social Service	3,497	3,753	26	120	234	380
23-0000	Level Occupations	767	883	12	23	34	69
25-0000	Educational Instruction and Library	16,259	17,196	94	702	769	1,565
27-0000	Arts, Design, Entertainment, Sports, Media	2,068	2,402	33	85	145	263
29-0000	Healthcare Practitioners & Technical	9,801	10,753	95	257	312	664
31-0000	Healthcare Support	8,757	10,061	130	568	568	1,266
33-0000	Protective Service	3,079	3,300	22	153	199	374
35-0000	Food Preparation & Serving Related	15,198	19,775	458	1,286	1,784	3,528
37-0000	Bldg & Grounds Cleaning & Maintenance	7,278	7,955	68	424	550	1,042
39-0000	Personal Care & Service	6,625	7,948	132	406	572	1,110
41-0000	Sales & Related	15,062	15,708	65	874	1,256	2,195
43-0000	Financial Clerks	2,851	2,779	-7	143	157	293
45-0000	Farming, Fishing, & Forestry	1,112	1,384	27	52	142	221
47-0000	Construction & Extraction	7,311	8,664	135	243	538	916
49-0000	Installation, Maintenance, & Repair	5,795	6,483	69	192	387	648
51-0000	Production Occupations	8,668	9,376	71	327	638	1,036
53-0000	Motor Vehicle Operators	5,626	6,986	136	318	386	840

Source: CT DOL, 2024_04_01 IWIP Eastern WDA Data Tables

Worksite Size and Employment. In general, the workforce attached to businesses with 5 to 49 employees has decreased by almost 20,000 since Q4, 2018. Hiring by larger employers has increased since 2018. CTDOL projects a 15% increase by 2030 in Self-employed and Unpaid Family Workers, All Jobs (NAICS 67) from 11,390 in 2020 to 13,099 in 2030. The table shows the top 25 employers by size, town, and industry in the Eastern WDA.¹

Top 25 Employers in the Eastern WDA, 2023

Employer	Town	Description	Employee Count
Foxwoods Resort Casino	Ledyard	Resorts	5,000 - 9,999
General Dynamics Electric Boat	Groton	Ship Builders & Repairers (mfg)	5,000 - 9,999
Mohegan Sun	Uncasville	Resorts	5,000 - 9,999
Day Kimball Healthcare	Putnam	Health Maintenance Organizations	1,000 - 4,999
Electric Boat Corp	New London	Engineering	1,000 - 4,999
Lawrence + Memorial Hospital	New London	Hospitals	1,000 - 4,999
Millstone Power Station	Waterford	Power Plants	1,000 - 4,999
Pfizer Inc	Groton	Medicinal Chem/Botanical Products (mfg)	1,000 - 4,999
William W Backus Hospital	Norwich	Hospitals	1,000 - 4,999
Connecticut State	Montville	City Govt-Correctional Institutions	500 - 999
Frito-Lay Inc	Killingly	Potato Chip Factories (mfg)	500 - 999
Learn Regional Edu Svc Ctr	Old Lyme	Educational Programs	500 - 999
Lowe's Distribution Ctr	Plainfield	Distribution Centers (whls)	500 - 999
UConn School of Engineering	Mansfield	Engineering Schools	500 - 999
York Correctional Institution	East Lyme	Government Offices-State	500 - 999
Davis-Standard LLC	Stonington	Plastics-Extruders (mfg)	250 - 499
Natchaug Hospital	Mansfield	Hospitals	250 - 499
S & S Arts & Crafts & Factory	Colchester	Craft Supplies	250 - 499
Sonalysts Inc	Waterford	Engineers-Consulting	250 - 499
Staples Distribution Ctr	Killingly	Distribution Centers (whls)	250 - 499
Thomas G Faria Corp	North Stonington	Gauges & Gages-Manufacturers	250 - 499
Walmart Garden Ctr	Putnam	Garden Centers	250 - 499
Walmart Supercenter	Lisbon	Department Stores	250 - 499
Walmart Supercenter	Brooklyn	Department Stores	250 - 499
Walmart Supercenter	Windham	Department Stores	250 - 499
Windham Hospital	Windham	Hospitals	250 - 499

Source: CTDOL Office of Research

¹ Other large employers such as UCONN Storrs and Eastern Connecticut State University operate in the LWDA and did not appear on this CTDOL Office of Research report.

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

The table shows projections for detailed occupations (level 4) in the Eastern Connecticut Workforce Development Area.

Top 20 Detailed Occupational Projections in Eastern Workforce Development Area by Annual Openings

Bold denotes the top 10 occupations based on projected employment 2030

Shading denotes occupation within the top 20 of annual change or annual exits

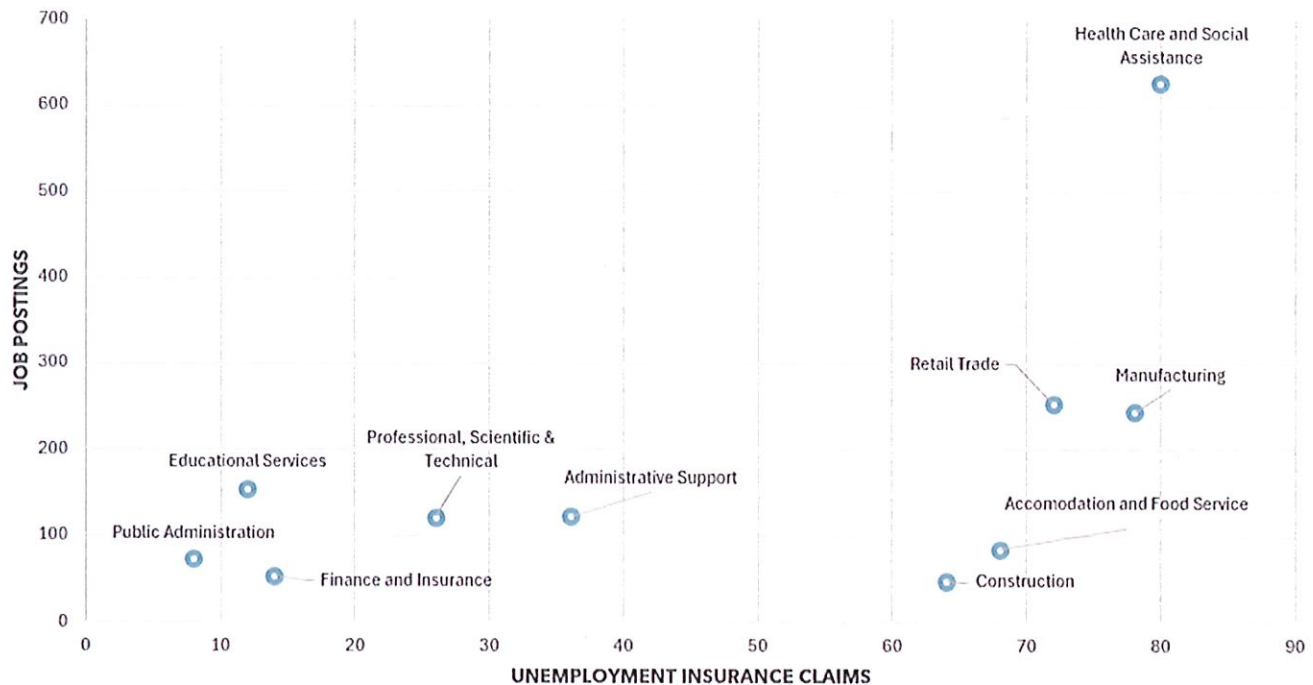
SOC Code	Occupations	Base Employment 2020	Projected Employment 2030	Annual Change	Annual Exits	Annual Transfers	Annual Total Openings
00-0000	All	175,662	199,223	2,356	8,198	12,295	22,849
35-3023	Fast Food and Counter Workers	3,294	4,231	94	365	398	857
41-2011	Cashiers	4,804	4,738	-7	406	457	856
35-3031	Waiters and Waitresses	3,340	4,305	96	281	456	833
31-1120	Home Health and Personal Care Aides	4,982	6,059	108	353	313	774
41-2031	Retail Salespersons	4,202	4,561	36	245	362	643
53-7065	Stockers and Order Fillers	2,627	3,185	56	165	284	505
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,963	3,234	27	193	217	437
35-2014	Cooks, Restaurant	1,749	2,779	103	133	194	430
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,316	2,694	38	110	218	366
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	1,879	2,547	67	146	110	323
43-4051	Customer Service Representatives	2,421	2,427	1	114	191	306
25-9044	Teaching Assistants, Postsecondary	3,005	3,166	16	138	144	298
43-9061	Office Clerks, General	2,479	2,540	6	137	149	292
53-3033	Light Truck Drivers	1,926	2,405	48	89	147	284
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,612	2,463	-15	129	142	256
41-1011	First-Line Supervisors of Retail Sales Workers	2,310	2,354	4	82	162	248
35-2021	Food Preparation Workers	1,169	1,386	22	100	118	240
37-2012	Maids and Housekeeping Cleaners	1,774	1,802	3	122	115	240
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,924	2,594	67	52	111	230
35-3011	Bartenders	935	1,299	36	51	135	222

Source: CT DOL, 2024_04_01 IWIP Eastern WDA Data Tables

The occupations with the highest annual change numbers that do not appear in the table for top 20 annual openings and have top 20 annual change include: Marine Engineers and Naval Architects (17-2121, annual change of 51); Electronics Engineers, Except Computer (17-2072, 42); General and Operations Managers (11,1021, 33); First Line Supervisors of Food Preparation and Serving Workers (35-1012, 31); Industrial Truck and Tractor Tractor Operators (53-7051, 31); Mechanical Engineers (17-2141, 27); and Hair Dressers, Hairstylists, and Cosmetologists (39-5012, 22). Registered Nurses (29-1141) have 159 annual total openings with an annual change number of 9.

The figure shows a point in time comparison of job postings vs. unemployment insurance claims by industry sector in Eastern Connecticut for March 1, 2024 to March 31, 2024. Health Care and Social Assistance, Retail Trade, and Manufacturing represent the sectors with the most job postings and the highest number of unemployment insurance claims. In general, job postings continue to exceed initial unemployment insurance claims.

Point in Time Comparison of Top 10 Job Postings vs. Unemployment Insurance Claims by Industry Sector in Eastern Connecticut WDA: March 1, 2024 to March 31, 2024



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

Healthcare, Manufacturing, Educational Services, Accommodation and Food Services, and Retail Trader represent the top 5 industry sectors by projected employment in 2030.

Industry Sector	Rank by Projected Employment 2030
Healthcare and Social Assistance	1
Manufacturing	2
Educational Services	3
Accommodation and Food Services	4
Retail Trade	5

Knowledge and Skill Needs. Employers need access to qualified workers with the technical knowledge and proficiencies to perform job specific responsibilities and the professionalism and interpersonal skills to navigate the company culture and work environment. An increasing number of jobs require an industry-valued certificate or some post-secondary education as well as more advanced technology skills. Career pathways, lifelong learning, and stackable credentials will continue to play an important role in growing a competitive workforce. EWIB will continue to promote career pathway awareness which includes information on how education and training connect to in-demand, high-quality jobs.

Healthcare Sector. The Healthcare sector is projected to employ the most workers of any industry sector in the Eastern WDA by 2030. Many in-demand positions within the health and personal care sectors (e.g., Certified Nursing Assistants, Medical Assistants, Nursing Assistants, Patient Care 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.

Manufacturing Sector. The Manufacturing sector is projected to employ the second most workers of any industry in the Eastern WDA by 2030. Electric Boat plans to hire over 5,000 employees in 2024 between its Eastern Connecticut and Rhode Island facilities, with similar hiring demand projected for several years. Eastern Connecticut's industry-driven manufacturing partnership has facilitated a great deal of communication among the region's manufacturing industry and education and 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.

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

The table describes 2022 workforce demographics in Eastern Connecticut. Most workers identify as white (83.8%) and 33.6% hold less than a high school degree or a high school or equivalent degree and no college.

Workforce Demographics in Eastern Connecticut

Category	Demographic Category Type	2022 Annual Avg Employment Count	2022 Annual Avg Employment %
<i>Total All Jobs</i>	Total All Jobs	162,147	100.0%
<i>Gender</i>	Male	81,047	50.0%
	Female	81,100	50.0%
<i>Age Cohort</i>	14-18	4,220	2.6%
	19-21	7,609	4.7%
	22-24	8,986	5.5%
	25-34	32,893	20.3%
	35-44	32,095	19.8%
	45-54	31,377	19.4%
	55-64	32,085	19.8%
	65-99	12,879	7.9%

Workforce Demographics in Eastern Connecticut

Category	Demographic Category Type	2022 Annual Avg Employment Count	2022 Annual Avg Employment %
Race	White Alone	135,937	83.8%
	Black or African American Alone	12,507	7.7%
	American Indian or Alaska Native	1,485	0.9%
	Asian Alone	7,713	4.8%
	Native Hawaiian or Other Pacific Islander Alone	245	0.2%
	Two or More Race Groups	4,259	2.6%
Ethnicity	Not Hispanic or Latino	144,241	89.0%
	Hispanic or Latino	17,907	11.0%
Educational Attainment (Aged 25 and Older)	Less than high school	16,697	10.3%
	High school or equivalent, no college	37,781	23.3%
	Some college or associate degree	43,700	27.0%
	Bachelor's degree or advanced degree	43,153	26.6%
	Not available (Workers aged 24 or younger)	20,815	12.8%

Source: U.S. Census Bureau, QWI

[Labor Market Attachment](#). The 2023 unemployment rate in the Eastern WDA was 3.7% compared to 3.8% statewide. The 2023 average unemployment rate by town in the region ranged from 2.8% in Bozrah to 4.8% in New London. In terms of the average number of unemployed by town, totals ranged from 15 in Union to 837 in Norwich. The table shows the labor force in Eastern Connecticut for 2019 to 2023.

Labor Force in Eastern Connecticut: 2019 to 2023

Labor Force Estimate Measure	Annual Average					Change 2022 - 2023	
	2019	2020	2021	2022	2023	Number	%
Labor Force	231,500	221,600	216,500	225,100	223,100	(1,997)	(0.9%)
Employed	223,300	202,500	202,300	215,800	214,900	(901)	(0.4%)
Unemployed	8,200	19,200	14,200	9,300	8,200	(1,096)	(11.8%)
Rate	3.6	8.7	6.5	4.1	3.7	(0.5)	(11.9)

Source: Connecticut Department of Labor, Local Area Unemployment Statistics

[Labor Inflow / Outflow](#). In 2021, most Eastern Connecticut workers resided in New London County (47.0%), Windham County (17.8%), Hartford County (7.2%), and Tolland County (7.1%). The remainder of the workers live in New Haven County (4.2%), Middlesex County (3.8%), Washington County, RI (3.1%), Fairfield County (2.1%), Worcester County, MA (1.2%), and Providence County, RI (1.0%).

Labor inflow measures the amount of area workers who live outside the WDA. Labor outflow measures the amount of area residents that work outside the WDA. The table compares labor inflow / outflow in the region for 2011 and 2021. In 2021, more residents of the Eastern WDA traveled outside of the region for work and more residents from outside the region traveled to Eastern Connecticut to work.

Labor Inflow / Outflow in the Eastern WDA

	2011	2021	% Change
Inflow	28.4%	31.1%	2.7%
Outflow	34.9%	40.8%	5.9%

Source: US Census Bureau, Longitudinal Employer-Household Dynamics (LEHD)

Eastern Connecticut residents traveled a longer distance from home to work as compared to residents in other WDAs. In 2021, 21.3% of workers in Eastern Connecticut traveled between 35 and 50 miles (vs. 14.2% statewide average) and 10.0% traveled more than 50 miles (vs. 6.4% statewide average).

State Program Participants. The table shows the residents affiliated with state programs during 2023.

Eastern Connecticut Residents Benefitting from State Programs in 2023 (*denotes 2022)

Number	Program	Description
61,304	Supplemental Nutrition Assistance Program (SNAP)	Formerly known as food stamps, a federal nutrition program for low-income individuals and families
141,391	Medicaid	A joint federal and state program that helps with medical costs for people with limited income and resources
29,460	Medicare Savings Program (MSP)	Financial assistance to eligible Medicare enrollees that help pay Medicare Part B premiums, deductibles, and co-insurance
2,556	Temporary Family Assistance (TFA)	A cash assistance program for basic and special needs that is paid to recipients of Jobs First program services
2,669	Children Health Insurance Program (CHIP)	HUSKY B provides a free or low-cost health insurance program for children and youth up to age 19 for families who are not income eligible for HUSKY A
1,515	State Supplement Recipients (SSR)	Qualifying recipients are Connecticut residents with a disability or are age 65 and older.
563	State Administered General Assistance (SAGA)	Provides cash assistance to individuals who are unable to work for medical or other prescribed reasons.
4,096	Social Work Services	Provides a broad range of services for health and home care, food and nutrition, children, family and older adults, financial and employment, and other programs to live successfully in the community
367	Connecticut Home Care Program for Elders (CHCPE)	Helps eligible clients continue living at home instead of going to a nursing home.
2,333*	Department of Development Services Program (DDS)	Responsible for the planning, development, and administration of complete, comprehensive and integrated statewide services for persons with intellectual disability and other diagnosed conditions
14,038	Department of Mental Health and Addiction Services (DMHAS)	Promotes and administers comprehensive, recovery-oriented services in the areas of mental health treatment and substance abuse prevention and treatment
4,184*	Probationers	Adult offenders who the courts place on supervision in the community through a probation agency, generally in lieu of incarceration

Source: Department of Social Services, Department of Development Services, Department of Mental Health and Addiction Services

Unemployment Insurance Claimants. The table shows demographics of all unemployment insurance claimants by type in Eastern Connecticut for Q2, 2020 – peak COVID-19 pandemic – vs. Q1, 2022. Total

claimants peaked at 48,430 in Q2, 2020 vs. 6,239 in Q1, 2022. Disparities exist in the rate of unemployment insurance claims for Black and Hispanic residents.

Unemployment Insurance Claimants by Type Filing in Eastern Connecticut:
 Q2, 2020 – peak COVID-19 pandemic – vs. Q1, 2022

Category	Claimant	Q2, 2020		Q1, 2022	
		Number	%	Number	%
Gender	Female	26,607	54.9	2,568	41.1
	Male	21,817	44.0	3,671	58.8
	Unknown	6	0.0	0	0.0
Race/Ethnicity	White	33,241	68.6	4,435	71.1
	Black	3,451	7.1	442	7.1
	Hispanic	5,611	11.5	801	12.8
	Native American / Alaska Native	648	1.3	60	1.0
	Asian / Pacific Islander	2,972	6.1	95	1.5
	Information not available	2,507	5.1	406	6.5
Age Group	15 to 20	2,347	4.8	58	0.9
	21 to 34	15,531	32.1	1,574	25.2
	35 to 49	13,196	27.2	2,033	32.6
	50 to 64	13,614	28.1	2,095	33.6
	65 and over	3,637	7.5	475	7.6
	Age unknown	105	0.0	4	0.0

Source: Connecticut Department of Labor, Office of Research

The table shows unemployment insurance claimants by industry of prior employment for Eastern Connecticut Q2, 2020 (peak COVID-19 pandemic) vs. Q4, 2021.² The most unemployment insurance claims by industry of prior employment remain similar to the peak of the pandemic with the exception of construction.

Unemployment Insurance Claimants by Claimant Industry of Prior Employment:
 Q2, 2020 – peak COVID-19 pandemic – vs. Q4, 2021

Industry of Prior Employment	Q2, 2020		Q4, 2021	
	Number	%	Number	%
Agric., Forestry, Fishing & Hunting	175	0.4	97	1.2
Mining	30	0.6	5	0.1
Utilities	16	0.3	12	0.2
Construction	2,256	4.7	877	11.1
Manufacturing	2,966	6.1	591	7.5
Wholesale Trade	1,045	2.2	214	2.7
Retail Trade	5,493	11.3	744	9.5
Transportation & Warehousing	1,480	3.1	300	3.8
Information	282	0.6	44	0.6

² Breakdowns by industry of prior employment was not available for Q1, 2022.

**Unemployment Insurance Claimants by Claimant Industry of Prior Employment:
Q2, 2020 – peak COVID-19 pandemic – vs. Q4, 2021**

Industry of Prior Employment	Q2, 2020		Q4, 2021	
	Number	%	Number	%
Finance & Insurance	302	0.6	81	1.0
Real Estate and Rental & Leasing	248	0.5	70	0.9
Professional, Scientific, & Technical Services	886	1.8	220	2.8
Management of Companies & Enterprises	75	0.2	18	0.2
Admin. & Support & Waste Mgmt. & Remed. Services	1,865	3.9	482	6.1
Educational Services	2,733	5.6	220	2.8
Health Care & Social Assistance	5,453	11.3	895	11.4
Arts, Entertainment, & Recreation	993	2.1	125	1.6
Accommodation & Food Services	16,029	33.1	2,020	25.7
Other Services (except Public Administration)	1,835	3.8	157	2.0
Public Administration	1,007	2.1	141	1.8
Unclassified establishment	3,261	6.7	556	7.1

Source: Connecticut Department of Labor, Office of Research

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

AJC-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. AJC-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 productivity, competitiveness, and quality of life in the region.

Adults. Adults can access diverse services in response to their specific needs such as:

- *General Workshops.* Regional AJCs offer a wide array of no-cost workshops ranging from job search topics such as resume writing, behavioral interviewing techniques, and job search tactics to educational refreshers. The AJCs now offer virtual and in-person the "Careers, Training & You" workshops which provide a broad overview of WIOA services (and other AJC services).
- *General Employment Services.* Regional AJCs 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 access to a computer lab and resource library equipped with printers, faxes, and phones. AJCs also offer advisory services through Career Advisors and specialized advisors for manufacturing, WIOA, JFES, financial aid, veterans, older workers, and workers with disabilities.

- *Human Services Integration Specialist (HSIS)*. Professional staff serve vulnerable AJC customers through a comprehensive approach that addresses not only customers' employment and educational needs, but also their basic needs to help customers achieve economic self-sufficiency. Staff conduct an in-depth interview, identify appropriate linkages to programs and services for which customers may be eligible, assist customers to apply for services, follow up to ensure that customers receive the needed services, and actively support each customer as they pursue their goals ~ with a focus on helping them learn to help themselves. Staff incorporate services for customers with disabilities, helping them navigate the challenges of seeking work.
- *TANF/First Employment Services (JFES)*. TVCCA administers the TANF/JFES program in partnership with EASTCONN. 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 Workers. Employment assistance for dislocated workers 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 also assist clients with the provision of training services through Individual Training Account (ITA) vouchers, support service coordination, employment plan updates, job search assistance, and post-program follow-up. Staff provide case management services and a minimum of 12 months of follow-up for all registered clients. Additional activities may include: enrolling clients in OJT programs, facilitating AJC workshops, providing extensive outreach and recruitment, and providing partner services to unregistered core clients, including referrals, transportation certification, and enrollment. Staff also assist customers with job search support and placement activities and work closely with the Business Services Team on job placement activity.

Youth. Refer to [Response G](#) of this section for information about the type and availability of youth workforce investment activities.

Employers. EWIB provides services to its business customers through a partnership of CTDOL and the six area chambers of commerce. The Business Services Team (BST) that evolved from this collaboration responds to the ever-increasing needs of business customers. Business Services offer a core set of services, such as:

- *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. EWIB pays for OJT contracts. Employers receive reimbursements for 50%-75% of the employee's wages during a set training period. OJTs are possible in most occupations that require some level of technical skill. Most of these jobs are in advanced manufacturing or technology or are engineering related.
- *Incumbent Worker Training*. EWIB promotes Incumbent Worker Training (IWT) provided by CTDOL as well as through grant-funded programs for regional businesses that want to train their workforce. Training grants are awarded on a competitive basis, and priority is given to economically vital industries that employ workers in high-growth occupations or create opportunities for employees to advance along 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, math or science, or training in technical and

technological skills. IWT grants are structured to flexibly meet the business's training objectives.

- *Other Business Services* offered by EWIB include: 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).

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

Employment assistance for dislocated workers 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 also assist clients with the provision of training services through Individual Training Account (ITA) vouchers, support service coordination, employment plan updates, job search assistance, and post-program follow-up. Staff provide case management services and a minimum of 12 months of follow-up for all registered clients. Additional activities may include: enrolling clients in OJT programs, facilitating AJC workshops, providing extensive outreach and recruitment, and providing partner services to unregistered core clients, including referrals, transportation certification, and enrollment. Staff assist customers with job search support and placement activities and work with the Business Services Team on job placement.

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

EWIB's youth services and initiatives are developed and overseen by a Youth Committee comprised of Board members, partners, and community stakeholders who 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. 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 as evidenced by the Youth Manufacturing Pipeline and the Youth Healthcare Pipeline Initiatives that align with regional sector partnerships. 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 Thames Valley Council for Community Action (TVCCA), engages and prepares in-school youth (aged 16-19, a high school junior or senior who meet the WIOA eligibility guidelines and have barriers to employment) from the Windham, Danielson, Norwich, and New London areas. Youth with disabilities are served within EWIB's Out of School Youth Programs in coordination with ADS and other agencies working collaboratively.

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. This program keeps youth in school while providing direction and focus toward the world of education and work after high school graduation. The year-round component of the program includes: a) Academic support, career assessment, and transition planning; b) 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; c) Job placement/internship/work-based learning; d) Portfolios documenting all components of the program; e) Financial literacy, basic skills in reading and math; f) Life skills training; g) Mentorship; and h) Leadership and team-building skill development.

A paid internship experience represents an integral program component. The internship 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 apply and are interviewed for individualized work site internships (up to 25 hours per week in summer and 6-15 hours per week during the school year) related to the youth's career ladder/pipeline interests, and foster work readiness skill development.

WIOA Out-of-School Youth Program. EASTCONN Adult Education, in collaboration with TVCCA, New London Adult Education, and Norwich Adult Education, delivers a comprehensive system of education, training, and individualized support to youth ages 17-24 who meet the EWIB 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. Youth with disabilities are served within EWIB's Out-of-School Youth Programs in coordination with ADS and other agencies working collaboratively.

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 WIOA performance goals. Services include: education (including earning a high school credential if necessary), work-based learning, job search assistance, leadership opportunities, transitional assistance to post-secondary opportunities and employment, financial support for post-secondary trainings, and financial support to address barriers, as appropriate. Program sites are conveniently located in Willimantic, Danielson, Norwich, and New London. ADS 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 AJC Partners meetings with supervisors from all AJC partners.

Summer Youth Program. This short-term summer work experience for eligible youth aged 14-21 offers the opportunity to earn minimum wage for approximately five weeks of work experience. Employers commit to providing a learning-rich job experience and an evaluation.

Youth with Disabilities. The Department of Aging and Disability Services (ADS) serves on EWIB's Youth Committee and serves as a partner for youth with disabilities in the Eastern region. ADS and EWIB's In-School and Out-of-School Youth providers coordinate referrals and services based on the needs of the youth. ADS and EWIB also coordinate referrals for the Summer Youth Employment Program.

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

Areas that EWIB has identified as critical to inform its strategies – particularly those relevant to its Regional Sector Partnerships in Healthcare and Manufacturing – include:

Workforce Shortages. The low unemployment rate, minimal population growth, and aging population reduce the available workforce in the region. The region must import labor from other regions and develop more efficient and effective talent pipelines – including those that engage underserved populations. Also, as companies increase use of automation to mitigate workforce supply issues, workers will require more technology skills.

Occupational Shortages. The Healthcare and Manufacturing sectors continue to face occupation specific shortages (e.g., nursing, home healthcare, skilled trades). EWIB's Regional Sector Partnerships will play

a critical role in addressing occupational shortages in these areas. In other industry sectors, EWIB will continue to promote industry-valued credentials and post-secondary education.

Job/Skill Mismatch and Retention. Employers continue to place a premium on competency-based hiring using industry-valued certifications or credentials. Employers report a disconnect between their expectations for workers who can navigate the organizational culture (i.e., time management, reliability, communication, teamwork, performance-driven). Many employers identify emerging differences in workers on the expected length of employment – with many workers transitioning to other job opportunities.

Career Awareness. Students', jobseekers', and workers' understanding of education and training requirements for career pathways and ability to apply competencies to multiple occupations and across multiple industry sectors remains uneven. An emphasis on "entrepreneurism" represents a different message and requires a different skill set.

Changing Values about Education, Employment, and Work from Home. A broader movement exists in society around the value of education (vs. cost and student debt), work-life balance, and the ability to work from home – which influences career choices in some occupations. Mental health issues appear to be more prevalent.

Transportation. The robustness of public transportation systems remains a challenge in Eastern Connecticut. Inflation creates additional pressure on workers who must pay for rides, purchase vehicles, and pay for operating costs (e.g., insurance, maintenance, gas).

Affordable Housing. A shortage of affordable housing exists in the Eastern WDA. Average wages compared to the state are lower. Inflation continues to place pressure on household budgets.

Access to Childcare. A shortage of childcare services exists. A shortage of childcare workers exists. These shortages are most acute in the Eastern WDA and affect the productivity of workers.

Equitable Economic Opportunities for Underserved Populations including Opportunity Youth. The workforce shortages translate to opportunities to engage populations that historically face inequities in education, training, and employment including persons with disabilities, persons in recovery, justice-involved individuals, and opportunity youth, among others. Capacity and resources to serve these populations remains uneven at best.

EWIB participates in multiple statewide and regional initiatives to reduce the workforce development impact of social determinants of health such as housing, childcare, transportation, and food security.

SECTION 3. VISION, GOALS AND STRATEGIES

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

EWIB's vision and mission parallel Connecticut's strategic vision, *"We envision a workforce ecosystem where every Connecticut resident has equitable access to a rewarding career and every business has the skilled talent to innovate and thrive."*

EWIB Vision, Mission, and Core Values

Vision	Every Eastern Connecticut worker has the preparation and opportunities needed to achieve a living-wage career. Every Eastern Connecticut business has the workers needed to thrive.
Mission	Coordinate a regional workforce development system that promotes economic vitality and equitable opportunity by preparing workers for in-demand, quality jobs on career pathways
Core Values	<p>Partnership. We convene, collaborate and coordinate with others to achieve our mission</p> <p>Innovation. We design and implement proactive, forward-thinking solutions to the workforce needs of our community</p> <p>Accountability. We deliver on our commitments to our customers, our partners, our funders, and one another</p> <p>Efficiency. We strategically deploy our human, financial, and physical resources to maximize our impact</p> <p>Continuous improvement. We relentlessly seek opportunities to do our work more effectively.</p>

The table shows how EWIB's goals and strategies align with Connecticut's WIOA Unified State Plan for PYs 2024-2027.

EWIB Goal and Strategy Alignment with WIOA Unified State Plan for PYs 2024-2027

2024-2028 Local Plan Goals	Alignment with WIOA Unified State Plan Pillars
1. Increase the impact and accessibility of core AJC programs and services	<ul style="list-style-type: none"> o Data and performance o Diversity, equity, inclusion, and access
2. Expand manufacturing & healthcare talent pools in response to industry need	<ul style="list-style-type: none"> o Sector-based training o Diversity, equity, inclusion, and access
3. Expand and sustain manufacturing and healthcare RSPs to strengthen demand-driven workforce development	<ul style="list-style-type: none"> o Industry leadership
4. Enhance, expand, and sustain manufacturing and healthcare youth workforce pipeline programs	<ul style="list-style-type: none"> o Education and career pathways o Diversity, equity, inclusion, and access

These goals and strategies will affect the preparation of an educated and skilled workforce by embracing foundational and strategic pillars identified in Connecticut's Unified State Plan.

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

The CEO Council and the EWIB Board hold authority to approve changes to the EWIB vision and goals. The decision-making process occurs at a public meeting. The Board, through planning processes coordinated by its President/CEO, secures input from Board members and EWIB staff members, taking into consideration input from a broad range of public workforce development system customers, partners, and stakeholders.

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

EWIB's goals place a premium on collaborative models. To accomplish its goals and to support these collaborative models, EWIB focuses on factors such as partnerships, people, processes, and technology.

1. **Partnerships.** EWIB designs, structures, and resources local strategies to promote leadership, collaboration, performance, and accountability. This holds true for EWIB Board committees, the AJC partners via the Memorandum of Understanding, and the Regional Sector Partnerships.
2. **People.** EWIB recruits, hires, and trains key personnel to support the organization and works closely with contracted partners involved in the AJC or strategic initiatives to coordinate the appropriate levels of mentoring, coaching, supervision, and professional development training. The OSO plays a role in coordinating training across AJC partners.
3. **Processes.** EWIB incorporates best practices in planning, project management, and operational management that lead to improved access, better integrated service delivery systems, and ultimately better outcomes. Processes hold relevance to functional areas affecting EWIB's organizational apparatus, the AJC service delivery system, and strategic initiatives such as RSPs. EWIB regularly reviews and updates policies, procedures, and protocols across all its functional systems. EWIB and its OSO convene a regular AJC partners meeting. EWIB provides administrative "backbone" support for RSPs.
4. **Technology.** EWIB supports modernization and technology enhancements initiated by CTDOL, CT OWS, or related to other funding opportunities. The technology strategies address EWIB organizational improvements as well as AJC system improvements that support integrated service delivery or increase accessibility through online, on-demand, or hybrid offerings. As indicated, EWIB coordinates training to enable people to better use technology.

EWIB's approach includes sufficient room to support innovation and continuous improvement across each of these areas.

Efforts to coordinate, streamline, and align processes across regions include:

- EWIB Board, staff, and AJC partner personnel participate in committees and teams affiliated with the Governor's Workforce Council
- EWIB leaders participate as members in the Connecticut Workforce Development Council
- EWIB leaders participate in regular meetings with the Connecticut OWS on matters related to statewide or multi-region initiatives
- EWIB partners with peer workforce development boards and/or other AJC partners in funding opportunities as well as efforts to change policy and protocols affecting the public workforce development system

- EWIB participates in and partners on statewide events and activities to improve the coordination and effectiveness of Regional Sector Partnerships

Recent examples to coordinate, streamline, and align processes across regions include EWIB's meaningful design, development, implementation, and/or sustainability support in efforts such as:

1. Career ConneCT is a statewide initiative modeled after EWIB's Manufacturing Pipeline Initiative (MPI) that helps eligible people access and participate in short-term (typically 5- to 20-week) training programs that allows jobseekers to earn industry-recognized credentials and find entry-level employment in a high-quality career pathway. EWIB serves as the lead workforce board for the Career ConneCT manufacturing program.
2. The [Connecticut Statewide Accessible Workforce Services](#) project, a U.S. DOL Dislocated Worker Grant awarded to the Connecticut Workforce Development Council to include more features and functionality in translation services for non- or limited-English speaking populations and individuals with disabilities and add online chat functionality as an accessible "front door" to the AJCs.
3. The [Connecticut Workforce and High-Tech Industry Skills Partnership](#), a statewide U.S. DOL funded H-1B project, taps new talent for information technology and retools the advanced manufacturing workforce.
4. The [Connecticut Workforce Development Council](#) works collaboratively on issues such as communicating with legislators about WIOA Reauthorization, advocating for increased state funding for the expansion of the Connecticut Youth Employment Program, and identifying and overseeing multi-region or statewide funding opportunities and initiatives.
5. The [Annual Statewide RSP Summit](#), coordinated by the Office of Workforce Strategy, offers an opportunity to network, collaborate, and share best practices with RSP industry partners, conveners, support organizations, and subject matter experts.

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

EWIB's mission calls to "coordinate a regional workforce development system that promotes economic vitality and *equitable opportunity* by preparing workers for in-demand, quality jobs on career pathways." This includes promoting equitable opportunities for individuals with disabilities as well as other underrepresented groups.

EWIB adheres to Universal Design Principles to support its client-centered AJC service delivery system. Specifically,

1. [Equitable use](#). The AJC design appeals to all users, provides the same means of use for all users, avoids segregating or stigmatizing any users, and makes provisions for privacy, security, and safety available to all users.
2. [Flexibility in use](#). The AJC accommodates a wide range of individual preferences and abilities to support individual differences and to provide adaptability to the user's pace.

3. **Simple and intuitive use.** The AJC design eliminates unnecessary complexity and aligns with expectations and intuitive approaches from users. It accommodates a wide range of literacy and language skills and capacity to concentrate.
4. **Perceptible information.** The AJC design incorporates different modes for redundant presentation of essential information, differentiates important elements such as directions, and helps support individuals with sensory limitations.
5. **Tolerance for error.** The AJC design minimizes or eliminates hazards that could have adverse consequences of accidental or unintended actions. It supports safety protocols, equipment, and training exercises for AJC personnel.
6. **Low physical effort.** The AJC design can be used efficiently and comfortably with a minimum of physical fatigue through spacing, ergonomics, and other factors that consider repetitive motions.
7. **Size and space for approach and use.** The AJC design accommodates for differences in body types that may affect reach, manipulation, or use of facilities or equipment.

EWIB has created programs and services that are inclusive, informative, and accessible to its diverse customers, while creating more responsive AJCs. AJC East locations incorporate four specific areas of access: physical, informational, digital, and communication.

Featured Areas of Access at Eastern Connecticut AJCs

Physical	AJCs are accessible to individuals with mobility disabilities by providing access via ramps, accessible restrooms, and sufficient handicap parking.
Informational	All paper, printed, and posted materials at the AJCs use large font, and most are also posted/available in Spanish. Documents are also available in accessible formats upon request.
Digital	EWIB offers a range of online learning options to AJC customers as an alternative to classroom-based training or printed information. The use of online learning increases access to training by enabling AJC customers to learn at any time and any place with an internet connection.
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 use a hybrid model to deliver services. EWIB will continue to use a hybrid service delivery model and offering customers the choice of remote and in-person services increases access to AJC services for residents across the region.

EWIB's website welcomes visitors and provides basic information regarding programs and services and contact information and acts as a portal to current training opportunities, and online resources such as CTHires. As a result of implementation of the Connecticut Workforce Development Council's U.S. DOL Dislocated Worker Grant titled, "*Connecticut Statewide Accessible Workforce Services*", EWIB upgraded its website to include more translation features and functionality for non- or limited-English speaking populations and individuals with disabilities.

All EWIB AJCs comply with Americans with Disabilities Act (ADA) requirements for equal access of both customers and staff members. EWIB supports and encourages all AJC partners to ensure fair and equal

access to its service offerings, including equal physical and programmatic accessibility. AJCs provide jobseekers with access to a wide array of assistive technologies, adaptive software, and other resources to ensure equal access, including: a) Microsoft Office Accessibility Suite (Magnifier, Narrator, On-Screen Keyboard, High Contrast Screen Settings, Speech to Text recognition); b) Video phone; c) Adaptive equipment (CCTV magnifier, scanners for text to speech usage, headphones, large print keyboards); d) Documentation in Braille of the most-used AJC materials (at front desk) and large-print CTDOL desk aids/handouts; e) Language Line/Interpreters; and f) Handicap parking. EWIB coordinates access to professional development and training offerings that promote excellent customer service, client-centered service, and expedited access to the various assistive technologies and adaptive software available at the AJCs.

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

EWIB's goals support the achievement of WIOA performance accountability measures.

Crosswalk of EWIB Goals and WIOA Performance Measures

WIOA Measure	EWIB Goal			
	1. Impact & Accessibility of core AJC services	2. Expand manufacturing & healthcare talent	3. Expand manufacturing & healthcare RSPs	4. Enhance manufacturing and healthcare youth workforce pipelines
ADULTS				
Q2 post-exit employment rate	●	●	●	
Q4 post-exit employment rate	●	●	●	
Median earnings	●	●	●	
Credential Rate	●	●	●	●
Measurable skills gain	●		●	●
DISLOCATED WORKERS				
Q2 post-exit employment rate	●	●	●	
Q4 post-exit employment rate	●	●	●	
Median earnings	●	●	●	
Credential Rate	●	●	●	●
Measurable skills gain	●	●	●	●
YOUTH				
Q2 post-exit placement in employment/training/ed	●	●	●	●
Q4 post-exit placement in employment/training/ed	●	●	●	●
Median earnings	●	●	●	
Credential Rate	●	●	●	●
Measurable skills gain	●	●	●	●

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

EWIB has and will continue to meet or exceed levels of performance for federal measures. EWIB has not yet negotiated local levels with the Connecticut Department of Labor.

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

EWIB procures four-year contract awards with WIOA service providers and AJC partners. These contracts contain performance measures that align to achieve levels of performance for the federal measures. EWIB regularly monitors its contracted service providers and the AJC delivery system to ensure the achievement of performance benchmarks.

SECTION 4. COORDINATION OF SERVICES**A. Coordination with Partner Programs and Services. Describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, Adult Education and Literacy activities and TANF. Specify how the local area will coordinate with these programs to avoid duplication and foster integrated services to improve service delivery for shared customers.**

AJC partners including BRS, Adult Education and Literacy, and TANF/JFES work collaboratively to implement an integrated service delivery model and to coordinate individualized career services. AJC partners including 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, older worker services and chambers of commerce comprise the AJC Partners group. Representatives from AJC Partners meet bi-monthly to communicate updates, share best practices, coordinate professional development, review performance data and LMI, and to provide input on other policy, program, or process matters such as those that result in better customer service, improved customer access, better outcomes, and more effective use of resources.

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

EWIB's governance structure includes a CEO Council and a Board of Directors comprised of individuals closely involved in economic development activities across the region. This includes elected officials, a senior advisor to the Council of Governments, the executive director of a regional economic development organization, and numerous executives from diverse industry sectors affected by economic development activities. These leaders, in addition to the EWIB President/CEO, monitor and identify issues and opportunities that may affect the local plan. EWIB's President/CEO remains apprised of the relevant Comprehensive Economic Development Strategy (CEDS) plans designed to build capacity and guide the economic prosperity and resiliency of an area or region, and to the greatest extent possible aligns workforce investment activities to support economic development activities – including priorities for Regional Sector Partnerships. As indicated, EWIB partners with economic development organizations to attract additional resources into the region to advance economic development priorities.

Business growth represents economic development. EWIB provides services to its business customers through a partnership of CTDOL and the area chambers of commerce. The EWIB Business Services Team

(BST) represents a product of this collaboration. The BST offers a core set of services, such as: OJT, subsidized employment, tax credits, LMI, 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.

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

EWIB implements a demand-driven model that helps to inform career building strategies and sector-based training strategies most relevant to the region. Career pathway models identify educational requirements, occupational skill competencies and industry-valued credentials relevant to occupations and industry sectors. EWIB uses multiple mechanisms of action to coordinate education and workforce activities. For example:

- Board and committee level discussions involve representatives from education and industry discussing the changing education and training landscape and capacity in the context of current and future workforce needs.
- EWIB supports Regional Sector Partnerships led by industry leaders that involve educational partners with the intent to expand youth talent pipelines in those industry sectors.
- EWIB contracts with ReadyCT to engage high schools in career pathway awareness and career building activities, and ultimately equip high schools to expand RSP youth talent pipelines.
- The AJC Partners group includes educational representatives that discuss opportunities for coordination, improved service delivery integration (e.g., FAFSA support), professional development training, and community events (e.g., career fairs, job fairs).
- EWIB regularly participates in strategic initiatives and collaborations with educational partners including CT State (Three Rivers, Quinebaug Valley campuses) and Eastern Connecticut State University as well as on Perkins Advisory Boards throughout the region.
- EWIB coordinates with partners who develop training programs (e.g., Three Rivers and Quinebaug Valley) to include stackable credentials (i.e., college credits) that allow participants to accelerate progress toward a college degree.

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

AJC partners provide publicly accessible services in a variety of formats (i.e., in-person, hybrid, on-demand). AJC physical locations can be accessed by public transportation. However, AJC partners recognize transportation barriers affect the customer base, particularly those traveling from rural areas or those without day care or funds to pay for transportation.

- Transportation to Work (TTW) exists to help customers get to work, to access childcare, and to complete job training. The partnership is comprised of transit districts, councils of

governments, community agencies, and the State Department of 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).

- EWIB's Rides for Jobs Program offers eligible individuals transportation services 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) childcare for work or educationally related purposes.

EWIB as well as the AJC Partners group connect with a diverse set of community resource partners that address a wide variety of support services such as transportation, housing stability, food security, healthcare access, substance abuse treatment and recovery, mental health services, and legal, among others. Information about community resource partners is made available through the AJCs. WIOA customers receiving intensive services may have formal referrals written into their individual plans and may include formal referrals.

Sample Resource Network Partners

State Department of Social Services	CT Rides
State Department of Transportation	Access Community Action Agency
Eastern Connecticut Transportation Consortium	CT Department of Aging & Disability Services
Groton Adult Ed	Madonna Place
Job Corps	The WorkPlace Maturity Works Program
Mystic Area Shelter & Hospitality	New London Adult Education
Next Step	Norwich Adult Education
Perception Programs	Opportunities Industrialization Center of New London County
Reliance House	Juvenile Justice CSSD
Thames Valley Council for Community Action	Community Health Resources
Alternative Incarceration Center	Covenant Shelter
Southeastern Council of Governments	State Department of Children and Families
Southeast Area Transit District	State Department of Labor
Windham Region Transit District	EASTCONN
Windham Regional Community Council	LEARN
Norwich Human Services	Northeast Council of Governments
Southeast Council on Alcoholism and Drug Dependence	Sound Community Services, Inc.
United Way	United Services
United Community & Family Services	

- E. Coordination of Wagner-Peyser Services.** Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act and services provided in the local area

through the one-stop delivery system to improve service delivery and avoid duplication of services.

CTDOL provides universal access to an integrated array of employment-related labor exchange services. These services, delivered both virtually and in person, include job search assistance, job referral, and placement assistance for jobseekers, reemployment services to unemployment insurance claimants, and recruitment services to businesses with posted job openings. Job seekers will be able to work on their résumés and cover letters, complete online job applications, research companies, review job postings and conduct any other business related to their job search. They will have access to copy machines, fax machines, free postage for mailing résumés and applications to employers and most importantly, in-person support from CTDOL and other AJC staff. In addition, staff with board-certified credentials from the Professional Association of Résumé Writers & Career Coaches (PARWCC) provide résumé preparation services. CTDOL participates in the AJC Partners group that supports an integrated service delivery model, continuous quality improvement processes, and overall coordination. EWIB will continue to embrace online learning and other innovations that improve service delivery and accessibility and avoid duplication of services.

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

EWIB partners with local adult education entities in a variety of ways. The New London Adult Education and Norwich Adult Education partnerships with EWIB have benefited adult learners through various programs. EASTCONN also provides strong evidence of this coordination.

EWIB and EASTCONN partner in a variety of ways: a) EASTCONN holds the lease to the AJCs located in Willimantic and Danielson; b) EWIB contracts with EASTCONN to operate the regional WIOA Out-of-School Youth Program. EASTCONN and EWIB, in collaboration with TVCCA, New London Adult Education, and Norwich Adult Education, deliver a comprehensive system of education, training, and individualized support to youth ages 17-24 who meet WIOA certification criteria. c) EASTCONN administers the EWIB Summer Youth Employment Program, which offers a short-term summer work experience for eligible youth ages 14-21; d) 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 areas; and e) EWIB contracts with TVCCA – which partners with EASTCONN – to deliver case management and job development services for the EWIB JFES program.

G. Coordination with Other Local Areas or Bordering States. Describe any partnerships between one or more LWDBs and/or partnerships with entities in bordering states that address the workforce needs of the region(s).

EWIB collaborates with:

1. The four other Connecticut Workforce Development Boards to serve customers. This partnership includes statewide events and activities to improve coordination and effectiveness of RSP's. See Section 3C for more information.

2. Representatives from geographically adjacent WDBs in Massachusetts and Rhode Island on an as needed basis. EWIB recognizes that jobseekers and students migrate across state borders. EWIB seeks to align education and training activities to the greatest extent possible, including the use of reciprocal agreements and participation in joint approaches to attract additional resources to the region.

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

EWIB has a replicated cooperative agreement with the State Department of Aging & Disability Services (ADS) Bureau of Rehabilitation Services (BRS) aimed at enhancing the provision of services to individuals with disabilities and to other individuals with barriers to accessing public workforce system services. Department of Rehabilitation Services (DORS) staff are co-located at the Montville Comprehensive AJC as well as at the affiliate AJCs in Danielson and Willimantic. ADS-BRS 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. ADS-BRS 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.

SECTION 5. LOCAL ONE-STOP SYSTEM

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

- A1. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

The table shows that the local one-stop delivery system includes all required WIOA partners.

WIOA Required Partners in Local One-Stop Delivery System

WIOA Career Service	Provider	Type
Adult	EASTCONN, TVCCA	AJC / Contracted
Dislocated Worker	EASTCONN, TVCCA	AJC / Contracted
Out of School Youth	EASTCONN, TVCCA	AJC / Contracted

WIOA Required Partners in Local One-Stop Delivery System

WIOA Career Service	Provider	Type
Adult Education & Literacy	EASTCONN, New London Adult Education, Norwich Adult Education, Groton Adult Education	AJC
Wagner-Peyser Act	Connecticut Department of Labor	AJC
Rehabilitation Act	BRS (co-located)	AJC

The Memoranda of Understanding (Attachment C) reflect AJC partners.

A2. Identify any non-required partners included in the local one-stop delivery system.

The table shows the non-required local one-stop delivery system partners that supplement the services provided by WIOA required partners. These partners connect to more localized community resource partners not shown in the table.

WIOA Non-Required Partners in Local One-Stop Delivery System

WIOA Career Service	Provider	Type
Transportation	Eastern Connecticut Transportation Consortium	Referral
Technology	Employment and Training Institute	Contracted
Workshops	Employment and Training Institute	Contracted
Training	CT State Three Rivers and Quinebaug Valley	Contracted
Special Projects	CT State Three Rivers and Quinebaug Valley	Contracted
Business Services	Northeastern Connecticut Chamber of Commerce, Chamber of Commerce of Eastern Connecticut	Contracted
Employment & Training	Connecticut Indian Council	Referral
Job Corps	Job Corps	Referral
Justice-Involved	Opportunities Industrialization Center	Referral
Summer Youth	Department of Children and Families, Department of Labor	Contracted

A3. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs.

Attachment C contains the Memorandum of Understanding (signature pages only) between EWIB and the local one-stop partners.

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

B1. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic

accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities.

Please refer to Section 3, Response D.

B2. Describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

Please refer to Section 3, Response D.

B3. Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means.

Please refer to Section 3, Response D.

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

EWIB utilizes CTHires, an online career services hub to support the operational and management needs of its One-Stop employment service delivery system under WIOA. CTDOL operates and maintains CTHires. CTHires integrates services and information across programs including Wagner-Peyser, Reemployment Services and Eligibility Assessment (RESEA), Trade Adjustment Assistance (TAA), and Veterans services provided by CTDOL. CTDOL, taking into consideration input from EWIB and other Connecticut LWDBs, collaborates with Geographic Solutions (the CTHires vendor) to enable technology-enabled intake and to enhance technology-enabled case management via CTHires.

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

EWIB followed its public procurement policies and processes to promote a full and open competition for the selection of its One Stop Operator (OSO). The process involves disclosure and review of conflicts of interest.

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

EWIB applies a data-to-action approach to support performance management and accountability, innovation, and continuous quality improvement that results in EWIB meeting or exceeding federal and state performance benchmarks. EWIB organizes its performance and accountability activities around two core areas:

1. *Management Information Systems.* EWIB and its partners diligently track the performance of AJC programs and services through two Management Information Systems (MIS), CTHires and CTPerforms. CTHires records information every time a jobseeker or employer accesses a service and provides a valuable database for AJC partners to track program performance and inform executive decision-making. CTHires program administrators improve system features, functionality, and system integration as well as provide training to use reporting functions. CTPerforms supplements data sets unavailable in CTHires. For

example, CTPerforms reports data on customer wage records, allowing AJC staff to track the progress of customers from before they enter the program until after they exit.

2. *Data and Information Sharing.* EWIB shares service utilization and performance data with its AJC partners individually and via AJC Partners meetings. The Business Services Team reviews LMI, service utilization, and performance data at its regular meetings. The AJC Partners celebrate achievements as well as identify any emerging areas of concern that may warrant closer review.

SECTION 6. DESCRIPTION OF PROGRAM SERVICES

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

Three AJCs serve as hubs for WIOA required and non-required partners to offer a range of in-person and virtual services that meet the workforce development needs of individuals and employers in the region. Anyone, whether jobseeker or employer, can come into any regional AJC to access a range of free services.

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 coalesce available 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.

EWIB supplements WIOA basic and intensive services through other funding sources such as competitively acquired grants or philanthropic gifts. Since 2008, EWIB has increased its overall revenue from \$5.9 million to \$14.1 million. EWIB has accomplished this by increasing the efficiency of its operations and helping partners who deliver core services to expand their capacity. This approach allows each partner to work to their strengths and to coordinate and integrate services more effectively toward a shared outcome. This approach allows EWIB to "invest locally" and support local partners from the region.

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

EWIB utilizes a competitive procurement process to award sub-grants and contracts for WIOA-funded activities. The procurement process includes disclosure and review of conflicts of interest.

- C. Expanding Access to Employment.** Describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career

pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential.

Expanding access to employment remains a goal of the statewide and local plan. Other 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. Examples include:

- EWIB utilizes *online 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 27.
- All AJC services, programs, and workshops are fully accessible to *persons with disabilities*, and EWIB works with a variety of partners to enhance the provision of workforce development services to individuals with disabilities. See page 6.
- EWIB's *Manufacturing Pipeline Initiative* 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 *Healthcare Pipeline Initiative* provides opportunities for low-income, unemployed and under employed 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.
- CTDOL delivers *TAA programs* in collaboration with WIOA DW programs. Co-enrollment into WIOA DW helps customers in need of additional support services. Staff work together to provide the best services for the customer to be successful. EWIB and DOL maintain a formal agreement.
- *CT Statewide Accessible Workforce Services* (CT SAWS) expands the capacity of all five Connecticut regional workforce boards to deliver accessible workforce services and to outreach to priority populations statewide.

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

EWIB identifies two (2) priority industry sectors around which it organizes sector-based strategies: healthcare and manufacturing. EWIB serves as the backbone entity for industry-led regional sector partnerships (RSPs) in each of these industries and supports talent pipeline initiatives using a career pathway model that encourages lifelong learning and upskilling. These RSPs align with statewide industry sector priorities.

EWIB supports training and employment needs in emerging industry sectors such as offshore wind energy or skill competency areas that apply widely across many occupations and industry sectors such as technology skills. EWIB's current training policy supports training for occupations with strong labor market demand and/or high potential for growth. It prioritizes training in Manufacturing and Healthcare.

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

EWIB serves as the backbone entity for industry-led RSPs in manufacturing and healthcare. These RSPs receive financial support from a US Economic Development Administration Good Jobs Challenge grant awarded to CT OWS with implementation support in the Eastern Connecticut region led by EWIB. RSP industry and support partners assemble regularly as full groups and as action teams to accomplish objectives such as increasing industry engagement, hosting events such as career and job fairs, and strengthening career pathway education and training offerings in response to industry needs.

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

EWIB reviews economic and labor market information to identify priority industry sectors and in-demand occupations. EWIB inventories education and training provider capacity in these areas. RSPs use these inputs to inform discussions about education training needs and gaps and work collectively with education and training providers to expand and enhance capacity. For example, the Eastern Connecticut Healthcare Partnership identified a shortage of master's level licensed clinical social workers. RSP industry and educational partners established an education program in the region. Similarly, the RSPs continue to expand and deepen engagement of on-ramps and talent pipelines for manufacturing and healthcare through partnerships with high schools across the region.

G. Employer Engagement. Describe the strategies and services that will be used in the local area to:

1. **Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;**

EWIB implements a demand-driven model that helps to inform career building strategies and sector-based training strategies most relevant to the region. Career pathway models identify educational requirements, occupational skill competencies and industry-valued credentials relevant to occupations and industry sectors. EWIB uses multiple mechanisms of action to coordinate education and workforce activities. The primary mechanisms of action to engage employers include: AJC Business Services Teams, contracts with chambers of commerce, and RSPs. EWIB's industry-led board includes representatives from in-demand industry sectors. Refer to [Section 4.C](#) for additional information.

2. **Support a local workforce development system that meets the needs of businesses in the local area.**

EWIB serves as the backbone organization supporting industry-led RSPs. EWIB contracts with local chambers of commerce to support Business Services. AJCs assist in coordinating business services and outreach – including Rapid Response services. EWIB's industry-led board includes representatives from diverse industry sectors.

3. **Better coordinate workforce development programs and economic development.**

EWIB's governance structure includes a CEO Council and a Board of Directors comprised of individuals closely involved in economic development activities across the region. This includes elected officials, a senior advisor to the Council of Governments, an executive director of a regional economic development organization, and numerous executives from diverse industry sectors affected by economic development activities. Refer to [Section 4, Response B](#) for more information.

Business growth represents economic development. EWIB provides services to its business customers through a partnership of CT DOL and the area Chambers of Commerce. The EWIB Business Services Team (BST) represents a product of this collaboration. The BST offers a core set of services, such as: OJT, subsidized employment, tax credits, LMI, 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.

4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

CTDOL participates as a core AJC partner and the AJCs facilitate access to unemployment insurance programs through in-person and virtual services. AJC partners receive cross training on all partner services and have developed a desk aid to help guide customers to appropriate services based on needs and eligibility criteria of programs.

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

EWIB identifies several priority populations for WIOA ADW individualized career services and training services:

- Veterans and eligible spouses
- National Emergency Grant (NEG) participants
- Recipients of TFA and/or food stamps/non-custodial parents
- Low-income individuals including individuals with a disability whose own income meets the requirements (even if their family income does not meet the requirements)
- Basic skills deficient individuals, including those with limited English proficiency
- Unskilled and semi-skilled dislocated workers
- Residents of the EWIB service area
- Workers dislocated from businesses in the EWIB service area
- Displaced homemakers

All customers have access to the American Job Center and basic career services. Individuals who need more than minimal staff assistance or seeking training to obtain or retain employment that leads to self-sufficiency must register to receive individualized career services. Customers must register for individualized career services that include any staff assessment of participant skills, education, or career objectives. These intensive services assist participants in: a) deciding on next steps in job search, training, and related services, including job referrals; b) identifying their own barriers to employment; and c) accessing other related services to enhance their employability and individual employment-related needs.

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

EWIB provides training services for customers through ITAs or other grant supported training activities. EWIB provides training services to its customers based on 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 planned services, including the appropriate combination of training and other services for the customer to achieve their employment goals.

Customers interested in training attend a "Careers, Training and You" workshop that provides information on how to research in-demand occupations, training options, and funding availability. WIOA case managers support enrollment of customers into training services as well as the use of any direct participant expenses (i.e., training, support services) and document progress. [Section 5.K](#) describes ITAs.

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

All customers have access to the One-Stop system and basic career services including information about career pathway options and available education and training resources. Eligible individuals receive the 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. Describe the process and criteria for issuing Individual Training Accounts (ITAs).

A. Describe any ITA limitations established by the board.

Customers must enroll as a WIOA customer and have completed an individual employment plan (IEP). The customer's IEP provides the justification for all planned services, including the appropriate combination of training and other services for the customer to achieve their employment goals.

EWIB assumes fiscal responsibility on behalf of the customer up to the pre-approved amount authorized in the ITA. EWIB's ITA policies include:

- The funding level and duration of ITAs is determined on a case-by-case basis and limited to the needs identified in each customer's Employment Plan, contingent on the availability of resources from the funding source. The maximum amount of an ITA is \$4,500, including any supportive services allocated (\$5,500 cap for Advanced Manufacturing only). Funding caps may be waived at EWIB's discretion based on need.
- Priority population policies apply to ITA applicants.
- ITAs are issued for training in the priority industries of manufacturing and healthcare. Funds for non-priority industries correspond to 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). ITAs allow customers to choose the training provider that best meets their needs.
- ITA awards take into consideration other customer needs and barriers. Customers must document efforts to source other funding options prior to the ITA request; WIOA funds must supplement other sources of training grants.

B. Describe any exceptions to the use of 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.

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

EWIB's commitment to registered apprenticeship aligns directly to national and state work-based learning strategy priorities including expansion of Registered Apprenticeship Program (RAP) opportunities in traditional and non-traditional industry sectors. EWIB, AJC partners - especially Business Services Teams, and RSPs promote RAPs as a career pathway option. RAPs include industry-valued certifications and related technical instruction that counts toward post-secondary education credits. EWIB continues to expand pre-apprenticeship programs, particularly in priority industry sectors, and attract funding to support expansion of RAPs. For example, the Manufacturing Pipeline Initiative is approved by CTDOL as a certified pre-apprenticeship program which dovetails with Electric Boat's RAP.

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

EWIB implements other program initiatives in response to industry needs and availability of resources directly within the region (e.g., use of chambers of commerce for business services) or available through partnerships and collaborative efforts across regions. Recent examples include:

1. **Career ConneCT** helps eligible people access and participate in short-term (typically 5- to 20-week) training programs that allows jobseekers to earn industry-recognized credentials and find entry-level employment in a high-quality career pathway.
2. The **Manufacturing Pipeline Initiative** provides no-cost, short-term training programs to unemployed and underemployed workers unable to attend longer-term training. Industry and educational partners design and implement course curriculum. The process includes hands-on training to develop industry-valued competencies related directly to job openings.
3. The **Connecticut Workforce and High-Tech Industry Skills Partnership**, a U.S. DOL funded H-1B project, targets the IT and Advanced Manufacturing sectors with an

emphasis on entry-level IT and Incumbent worker Training (IWT) for current manufacturing workers.

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

EWIB makes four-year awards to its One-Stop service providers. EWIB renews the contract each year during the award period contingent on performance and funding availability. EWIB regularly monitors its One Stop Operator and all 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.

The OSO assists EWIB in strengthening data capture from AJC customers and using a data to action approach to support continuous improvement. Examples include:

- Deploying secret shoppers to AJC locations and events. Secret shoppers share findings and suggestions with AJC partners and contractors.
- Improvements to the quarterly AJC performance dashboards. The AJC partners review and discuss patterns and trends and explore options to improve service delivery access and/or customer experience.
- Improvements in automated data collection of customer experience through paper and web-based surveys for general customers (e.g., orientation participants, returning customers) or special initiatives (e.g., MPI).
- The OSO facilitates specific efforts to strengthen AJC partners including professional development (e.g., mental health) and development of a resource inventory and desk aids to help customers access and engage in the needed services irrespective of where the customer entered the system.

EWIB and select AJC partners ensure that the Eligible Training Provider List includes options relevant to the training needs and accessible to regional customers.

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

EWIB contracts with EASTCONN who partners with TVCCA , New London Adult Education and Norwich Adult Education to serve out-of-school youth and with New London Youth Affairs and TVCCA to serve in-school youth. EWIB's WIOA Youth programming provides or connects youth participants to the required 14 program elements. Access to each program element varies in relation to the nature and type of resource partners available in local communities. The youth service providers tap into the extensive resource networks (Section 4, Response D).

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

EWIB defines as basic skills deficient any youth who scores below 236 in the CASAS in either reading or math.

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

When determining eligibility for WIOA-funded youth programs, EWIB applies the term “requires additional assistance” to low-income youth who require additional assistance to enter or complete an educational program or to secure or hold employment.

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

Members of the EWIB Business Services Team (BST) participate in the Rapid Response Team (RRT) convened by CTDOL along with WIOA vendors that provide WIOA services. Whenever a plant closing or large-scale layoff occurs in Eastern Connecticut, EWIB BST members, CTDOL staff, and representatives of other state agencies (e.g., ADS/BRS, DECD, SDE/ABE, DSS) work together to help dislocated workers get back on their feet. The RRT may conduct “Early Intervention” sessions prior to layoffs where employees can learn about unemployment benefits, job search assistance, and training opportunities. The RRT shares information about community services and local agencies that provide help, advocacy, and support to dislocated workers and their families.

SECTION 7. EXHIBITS

- A. Board Chair and Elected Official Signature Page
- B. MOU with Chief Elected Officials
- C. MOU with One-Stop Partners (*signature pages only; full documents on file at EWIB.

ATTACHMENT A

Signature Page

This WIOA Local Plan is submitted on behalf of Eastern CT Workforce Investment Board, Inc. (EWIB) to implement the Workforce Innovation and Opportunity Act (WIOA) in the Eastern CT workforce development area from July 1, 2024 to June 30, 2028.

Workforce Development Board Chair


Signature

Christopher R. Jewell

Chair

Eastern CT Workforce Investment Board
Board Of Directors

6-6-24
Date

Chief Elected Official


Signature

Thomas Sparkman

Chair

Eastern CT Workforce Council of
Chief Elected Officials

6-6-24
Date

Attachment B

AGREEMENT

AMONG

CHIEF ELECTED OFFICIALS

FOR THE

EASTERN CONNECTICUT

WORKFORCE INVESTMENT AREA

RE: WORKFORCE INVESTMENT

THIS AGREEMENT ("Agreement"), entered into by and among the Town of Ashford, Town of Bozrah, Town of Brooklyn, Town of Canterbury, Town of Chaplin, Town of Colchester, Town of Columbia, Town of Coventry, Town of Eastford, Town of East Lyme, Town of Franklin, Town of Griswold, Town of Groton, City of Groton, Town of Hampton, Town of Killingly, Town of Lebanon, Town of Ledyard, Town of Lisbon, Town of Lyme, Town of Mansfield, Town of Montville, City of New London, Town of North Stonington, City of Norwich, Town of Old Lyme, Town of Plainfield, Town of Pomfret, Town of Preston, Town of Putnam, Town of Salem, Town of Scotland, Town of Sprague, Town of Sterling, Town of Stonington, the Borough of Stonington, Town of Thompson, Town of Union, Town of Voluntown, Town of Waterford, Town of Willington, Town of Windham and the Town of Woodstock. (collectively, the "Parties" and, each individually, a "Party").

WHEREAS, the Parties desire to enter into an agreement in order for each Party acting by and through its chief elected official or other designated elected official (each, a "Chief Elected Official") to implement workforce development activities under the Workforce Investment Act of 1998, as it may be amended or replaced, and under such other workforce grants or appropriations, whether formula or discretionary, awarded by the United States or the State of Connecticut; and

WHEREAS, the Parties desire to enter into such workforce agreement in order for each Party to authorize its Chief Elected Official to appoint local workforce board members in accordance with the Workforce Investment Act or such other legislation as may require the appointment of a local workforce board in order to implement a workforce system and to strategically plan for the delivery of workforce services in the workforce region encompassing the geographic area comprised by the Parties (referred to herein as the "Local Workforce Investment Area"), and to assign responsibilities among the Chief Elected Officials of each of the Parties;

WHEREAS, the Parties intend to create the Eastern Connecticut Workforce Investment Council to be appointed by the Southeastern Connecticut Council of Governments, the Northeastern Connecticut Council of Governments and the Windham Region Council of Governments in accordance with Article IV of this Agreement;

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

ARTICLE I: AGREEMENT PURPOSE

- a. It is the purpose of this Agreement to affirm, state, and establish the duties, powers, and obligations of the Chief Elected Officials of the local governmental jurisdictions comprising the Eastern Connecticut workforce investment area, and the Eastern Connecticut Workforce Council of Chief Elected Officials created under Article IV of this Agreement (the "Council"). The terms and conditions that follow reflect the joint understanding among the Parties and shall be construed as the essential elements of the mutual considerations upon which this Agreement is based.
- b. The Parties intend to incorporate into this Agreement the duties and obligations governing the Parties, the Council, their grant and grant sub-recipients, the fiscal agent and the local workforce board they shall appoint (the "Eastern CT Workforce Board" or "Board"), and services providers they select to implement and operate State and federal workforce investment programs.
- c. The Council shall be responsible for oversight and policy determination for the development of a workforce system in the Eastern CT Workforce Investment Area constituted by the Parties under Article II of this Agreement.
- d. Entry into this Agreement shall not be construed to affect any of the State's or Governor's rights to designate or establish workforce areas or otherwise implement and oversee statewide workforce activities.

ARTICLE II: PARTIES TO THE AGREEMENT

- a. The Parties shall constitute a Local Workforce Investment Area in accordance with applicable State and federal laws, which Local Workforce Investment Area shall be known as (the "Eastern Connecticut Workforce Investment Area").
- b. Each Party represents and warrants that it is authorized to enter into the Agreement, including any subsequent amendments hereto pursuant to subsections III.b.ii. or iii. hereof, and that this Agreement constitutes, and such subsequent amendments shall constitute, the legal, valid and binding obligation of such Party enforceable in accordance with its terms. Subsequent amendments that do not increase the liabilities of a Party shall be delegated to the Council.
- c. Each Party further represents and warrants that its Chief Elected Official is authorized to execute and deliver this Agreement and any subsequent amendments hereto pursuant to subsections III.b.ii. or iii. hereof. Subsequent amendments as noted in subsection II.b above that do not increase the liability of the Parties will be delegated to the Council.

ARTICLE III: TERM

- a. This Agreement shall become effective on July 1, 2003, and shall be automatically renewed on July 1 of each subsequent year, unless or until:
 - i. This Agreement has been terminated by a Party upon the giving of written notice to the other Parties at least ninety (90) days prior to the end of the program year for receipt of federal workforce funds. In such instance this Agreement shall be terminated only as to such Party and not as to the other Parties to the Agreement.
- b. If any Party withdraws from this Agreement in accordance with the terms and conditions of this Agreement,
 - i. The withdrawing Party shall be liable for obligations entered into or incurred prior to the effective date of its respective withdrawal. The remaining Parties shall be allocated the future liabilities of the withdrawing Party in accordance with the formula used to apportion liability as described herein (See Section a of Article VI.).
 - ii. At the option of the other Parties,
 - A. This Agreement shall continue as to all of the other Parties and, to the extent that an amendment is necessary or appropriate, the Parties may enter into such amendment, or
 - B. A new agreement may be negotiated. The Workforce Council shall determine this.
 - iii. In the event of the withdrawal of a Party, the Governor may take such action as is appropriate to address workforce area designation and amendment to this Agreement if necessary shall be effectuated by the Parties to conform to the action taken by the Governor.

ARTICLE IV: ORGANIZATION

- a. To carry out the purposes of this Agreement the Eastern Connecticut Workforce Council of Chief Elected Officials is hereby created (the "Council"). The council shall consist of three (3) Chief Elected Officials appointed by the Southeastern Connecticut Council of Governments, one (1) Chief Elected Official appointed by the Northeastern Connecticut Council of Governments, and one (1) Chief Elected Official appointed by the Windham Region Council of Governments.
- b. The members of the Council shall elect a chairperson, vice-chairperson, and secretary/treasurer, from among and by the membership of the Council. The term shall be for one year.
- c. Meetings.
 - i. The chairperson shall preside at all Council meetings and shall perform all duties incident to that office. In the absence of the chairperson or his/her alternate, the vice-chairperson shall preside and perform chairperson duties. The Council shall meet quarterly unless there is agreement from the members of the Council to vary from this

schedule. Meetings may be coordinated with the meetings of the Eastern Connecticut Workforce Board.

- ii Meetings shall be noticed and declared public meetings, open to the public, in accordance with Connecticut General Statutes "Freedom of Information" laws and federal law.
 - iii A quorum at any Council meeting shall consist of three (3) members. The Council will allow for the use of a designated alternate for each Council member and shall grant the alternate full power and voting rights in the absence of the regular member of the Council. Alternates shall be selected and designated by the respective Councils of Governments ("COGs") who appoint Council members under Section a. of this Article IV. Alternates may be either other Chief Elected Officials from member municipalities of the applicable COG or City/Town Managers. A letter naming the designated alternate(s) from each COG must be on file with the Council in order to authorize service by an alternate. The Executive Director of each of the three Councils of Governments will serve as an advisory non-voting member of the Council.
 - iv Action by the Council must receive an affirmative vote of at least three (3) members of the Council, except in voting on the following items where a super majority (4 yes votes) is required for approval: 1) Eastern Connecticut Workforce Board's annual budget, and 2) Eastern Connecticut Workforce Board's Regional Plan.
- d. The Council shall support its programs and any costs incidental to the operation of its programs by grant funds appropriated to it by the federal and State grants or appropriations. In addition, the Council or its designee is authorized to accept any other grants in aid or assistance or appropriations from any of its members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether they be in the form of tangible or intangible property.
 - e. The Council shall serve as grant recipient and the Eastern Connecticut Workforce Board, Inc. shall be the grant sub-recipient and fiscal agent for purposes of receipt of federal and State workforce investment and related funds.
 - f. The Council shall be provided with staff and related support by the same staff as that hired to provide staff support to the Eastern Connecticut Workforce Board. The staff shall carry out the policies of the Council, produce required reports for their review and approval and provide such other services as may be necessary for the Council to carry out its business.
 - g. The Council shall appoint a majority private sector Board, which meets the requirements of federal and State law with respect to the receipt of federal and State funding streams over which the Council shall exercise policy and oversight for the implementation of a workforce system. This majority private sector Board shall exercise those responsibilities with respect to workforce and related funding streams as shall be determined in any authorizing legislation or as shall be set forth herein.
 - i Eastern Connecticut Workforce Board members serve at the pleasure of the Chief Elected Officials acting through the Council of Governments that appointed them.
 - ii Private sector members shall be in the majority of the members appointed.

- iii The *(private sector)* member appointments to the Eastern Connecticut Workforce Board shall be determined by the Council from nominations brought forth from local business organizations and business trade associations.
- iv If possible half of the business members appointed shall represent small business including minority business.
- v Non-business members shall be selected in accordance with applicable law and the organizations, agencies, groups and institutions representing those sectors required by governing legislation to be appointed to the non-business seats on the Board.
- vi The Council, together with the Eastern Connecticut Workforce Board shall be authorized to take such actions as are necessary to develop a workforce system for the Local Workforce Investment Area as described herein.
- vii The Workforce Investment Act funding streams and the Welfare to Work funding stream shall be represented on the Eastern Connecticut Workforce Board by a member of the Council elected by vote of the Council. This shall be in addition to their service as a member of the Council. The Council from its membership may elect by vote an alternate to the Eastern Connecticut Workforce Board.

ARTICLE V: POWERS DELEGATED TO THE COUNCIL

- a. The Council shall make policy decisions and shall act for the Parties in connection with all matters related to the subject matter of this Agreement, including, without limitation,
 - i. The entry into contracts.
 - ii. The power to contract with any one of the Parties.
 - iii. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Connecticut General Statutes, and applicable federal legislation, as well as oversight and monitoring.
 - iv. The acceptance of grants, gifts, or other types of financial assistance as allowed by law.
 - v. The manner in which any program income, fee for services or surplus funds may be expended.
 - vi. The composition, membership appointments, and organizational approval of any advisory or partnership bodies to the Council.
 - vii. The development of policies and procedures and/or administrative rules to effectively carry out the Council's policies and decisions so long as they do not conflict with federal and State rules and regulations, or impinge upon powers granted to the Board through any authorizing legislation governing any of the funding streams received.
 - viii. Together with the Board appointed by the Council, the Council shall:

- A. Approve the budget of the Board in accordance with Article IV.C.iv.
 - B. Approve the Eastern Connecticut Workforce Board's Regional Plan in accordance with Article IV.C.iv.
 - C. Designate/certify or competitively select local one-stop operators.
 - D. Provide oversight with respect to local youth activities, employment and training activities, and the one-stop delivery system.
 - E. Appoint the local youth council.
 - F. Negotiate local performance measures and levels with the State.
- ix. Any other necessary and proper matters as they may arise and as is agreed upon by the Council members or Parties.

ARTICLE VI: GENERAL PROVISIONS

- a. The Parties shall assume liability in proportion to their share of the total population within the Eastern Connecticut Workforce Investment Area, as determined by the most recent federal census of population for contractual and other obligations of the Council, including without limitation, liability for any mis-expenditure or loss related to the funds received from the State and federal government to implement programs under this Agreement to the extent allowed and/or required by law.
- b. The Eastern CT Workforce Board shall purchase such insurance as is necessary to indemnify the Parties, the Council and/or any of its members and any separate legal entity, grant recipient or grant sub-recipient from any liability which may attach due to the operation of Workforce Investment Act, Welfare to Work or other federal or State workforce investment programs.
- c. The Parties shall save harmless and indemnify each individual Party, the Council, the grant recipient, the grant sub-recipient, the Board and their respective members from and against financial loss and expense arising out of any claim, demand, suit or judgment by reason of alleged negligence, intentional act or alleged deprivation of any person's civil rights or other alleged act or omission resulting in alleged damage or injury, if the indemnified person or entity is found to have been acting in the discharge of duties or within the scope of employment and such act or omission is found not to have been wanton, reckless or malicious.

The Parties shall provide for the defense of any such indemnified person or entity in any civil action or proceeding in any state or federal court arising out of any alleged act, omission or deprivation that occurred or was alleged to have occurred while the indemnified person or entity was acting in the discharge of duties or in the scope of employment.

- d. The Council shall be responsible for deciding on a course of action or defense in the event of mis-expenditure or other loss related to funds received for purposes of implementing this Agreement.
- e. This document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the Parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this Agreement. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written.
- f. It is agreed that no modification, amendment, or alteration that increases the liabilities of the Parties herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.
- g. Whenever any Party or Council member desires to give notice unto another Party or Council member, notice must be given in writing sent by registered United States Mail with Return Receipt Requested, or by nationally recognized overnight courier, addressed to the Party or Council member for whom it is intended, at the address last specified in compliance with the provision of this Section. The Parties designate the office address of their respective Chief Elected Officials listed with their respective signatures on this Agreement as place for giving notice to a Party or a Council member under this Agreement. Each Party or Council member may change the address for notice pursuant to a subsequent notice by the method and manner described in this Section.
- h. The Council shall make such reports to the State and the federal government as may be required and shall require such reports as necessary from the Board, the grant recipient or grant sub-recipient.
- i. Council members may be reimbursed for travel and out of pocket expenses to the extent allowed by the authorizing legislation governing the funding stream from which reimbursement is sought. Reimbursement shall be in accordance with federal, State and local policies.
- j. To the extent a dispute shall arise among the Parties in connection with this Agreement, the Parties shall first attempt an informal resolution, followed by formal mediation.
- k. The chairperson of the Council shall act as signatory for the Parties and for Council on all agreements, leases or grants, or on any other document requiring a signature in order to be legally binding. In the absence of the chairperson, the vice-chairperson may sign for the Parties or the Council, as applicable.
- l. Captions to Articles of this Agreement are for convenience only and shall form no part of this Agreement.
- m. This Agreement shall be deemed to be a binding contract and shall be construed in accordance with, and governed by the laws of the State of Connecticut, without regard to its principles governing conflicts of laws.

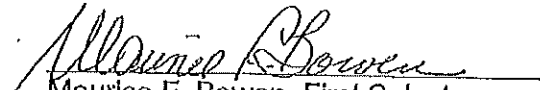
- n. In the event that any provision of this Agreement or the application of any such provision to any Party or circumstances be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.
- o. Any waiver at any time by any Party of its rights with respect to any default or other matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or other matter.

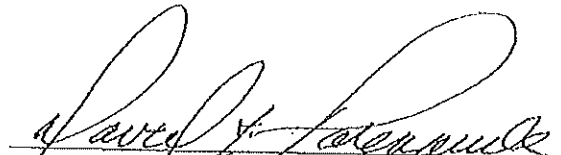
ARTICLE VII. AMENDMENT OF AGREEMENT

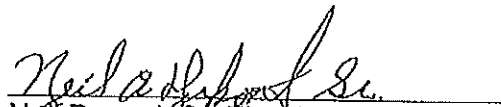
The terms of this agreement may, from time to time, be amended by joint action of the parties to the agreement. The text of proposed amendments shall be provided to members of the Council and to all parties to the Agreement at least thirty (30) calendar days before parties to the agreement are asked to act on the proposed amendments.

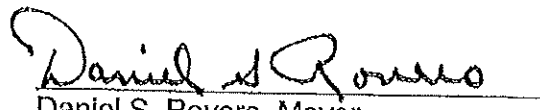
NORTHEASTERN CONNECTICUT COUNCIL OF GOVERNMENTS

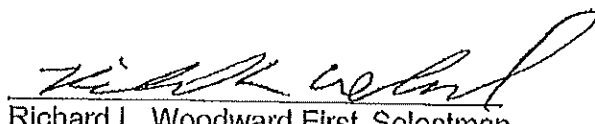
IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the dates so indicated and as chief elected official are duly authorized to sign this Chief Elected Officials Agreement.

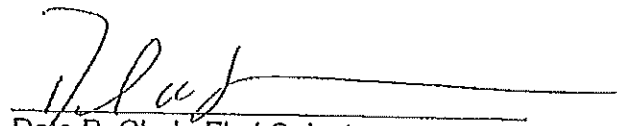

Maurice F. Bowen, First Selectman
P.O. Box 356
Brooklyn, CT 06234

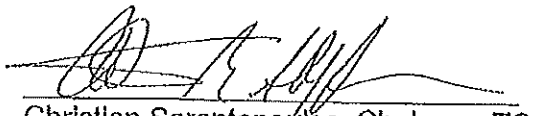

David I. Patenaude, First Selectman
5 Haven Road
Pomfret Center, CT 06259

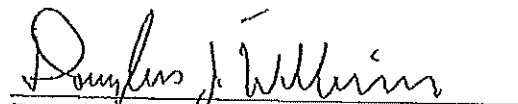

Neil Dupont, Sr., First Selectman
P.O. Box 26
Canterbury, CT 06331



Daniel S. Rovero, Mayor
126 Church Street
Putnam, CT 06260

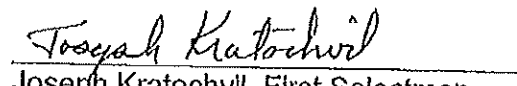

Richard L. Woodward First Selectman
P.O. Box 207
Eastford, CT 06242

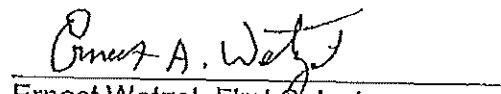

Dale P. Clark, First Selectman
P.O. Box 157
Oneco, CT 06373


Christian Sarantopoulos, Chairman TC
P.O. Box 6000
Danielson, CT 06239


Douglas J. Williams, First Selectman
P.O. Box 899
North Grosvenordale, CT 06255

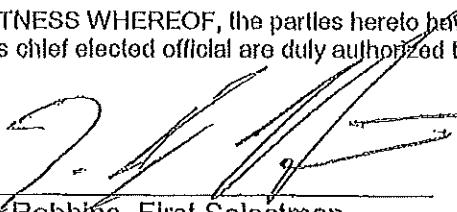

David Allard, First Selectman
8 Community Avenue
Plainfield, CT 06374

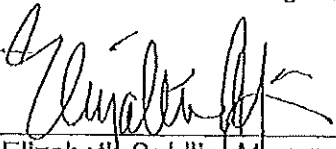

Joseph Kratochvil, First Selectman
1043 Buckley Highway
Union, CT 06076


Ernest Wetzel, First Selectman
415 Route 169
Woodstock, CT 06381

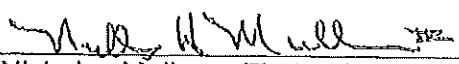
SOUTHEASTERN CONNECTICUT COUNCIL OF GOVERNMENTS

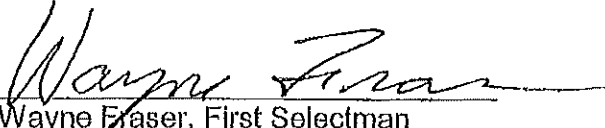
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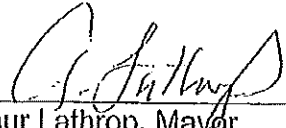

Keith Robbins, First Selectman
1 River Road
Bozrah, CT 06334

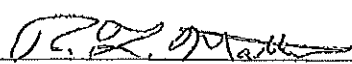

Elizabeth Sabilla, Mayor
181 State Street
New London, CT 06320

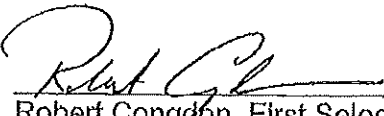

Jenny Contois, First Selectman
127 Norwich Avenue
Colchester, CT 06415

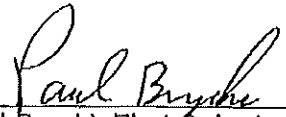

Nicholas Mullane, First Selectman
40 Main Street
North Stonington, CT 06359



Wayne Fraser, First Selectman
P.O. Drawer 519
Niantic, CT 06357

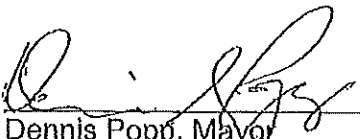

Arthur Lathrop, Mayor
100 Broadway
Norwich, CT 06360

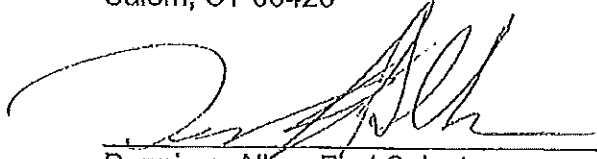

Richard Matters, First Selectman
7 Meetinghouse Hill Road
Franklin, CT 06254

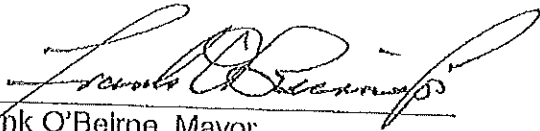

Robert Congdon, First Selectman
389 Route 2
Preston, CT 06365


Paul Brycki, First Selectman
32 School Street
Jewett City, CT 06351



Peter Sielman, First Selectman
270 Hartford Road
Salem, CT 06420


Dennis Popp, Mayor
295 Meridian Street
City of Groton, CT 06340

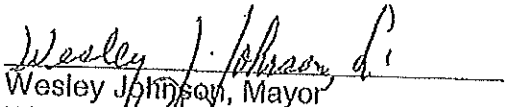

Dennison Allen, First Selectman
1 Main Street
Baltic, CT 06333



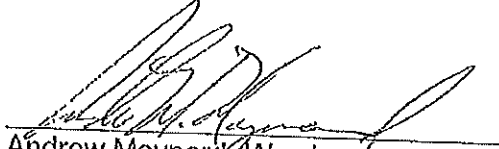
Frank O'Belrne, Mayor
45 Fort Hill Road
Groton, CT 06340



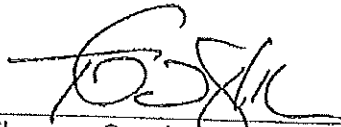
Peter Dibble, First Selectman
152 Elm Street
Stonington, CT 06378



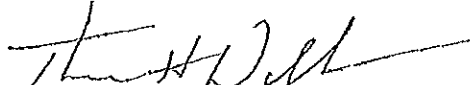
Wesley Johnson, Mayor
741 Colonel Ledyard Hwy.
Ledyard, CT 06339



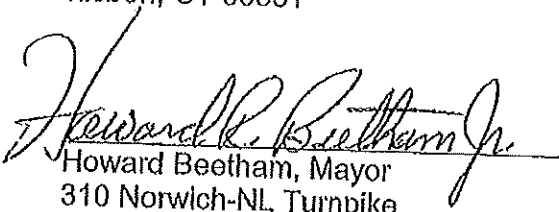
Andrew Maynard, Warden
P.O. Box 328
Stonington, CT 06378



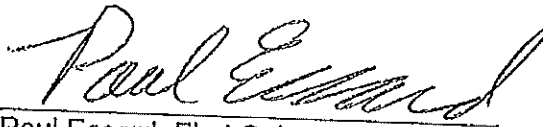
Thomas Sparkman, First Selectman
1 Newent Road
Lisbon, CT 06351



Thomas Wilber, First Selectman
P.O. Box 96
Voluntown, CT 06384



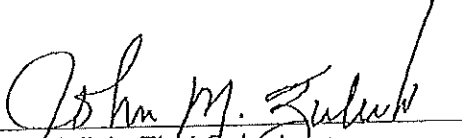
Howard Beetham, Mayor
310 Norwich-NL Turnpike
Uncasville, CT 06382



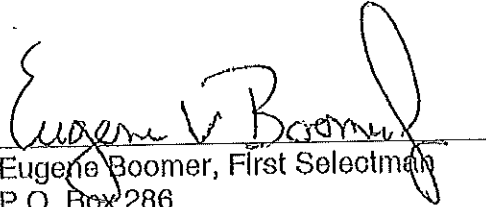
Paul Eccard, First Selectman
15 Rope Ferry Road
Waterford, CT 06385

WINDHAM REGION COUNCIL OF GOVERNMENTS

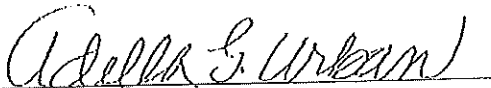
IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the dates so indicated and as chief elected officials are duly authorized to sign this Chief Elected Officials Agreement.



John Zulick, First Selectman
25 Pompey Hollow Road
Ashford, CT 06278



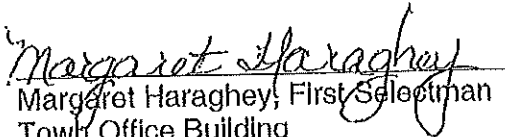
Eugene Boomer, First Selectman
P.O. Box 286
Chaplin, CT 06235



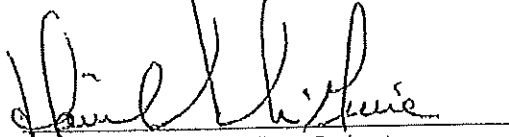
Adel Urban, First Selectman
323 Route 87
Columbia, CT 06237



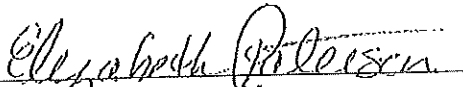
James Clark, Council Chairman
1712 Main Street
Coventry, CT 06238




Margaret Haraghey, First Selectman
Town Office Building
P.O. Box 143
Hampton, CT 06247



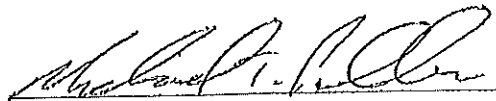
Daniel McGuire, First Selectman
579 Exeter Road
Lebanon, CT 06249



Elizabeth Paterson, Mayor
4 South Eagleville Road
Storrs, CT 06268



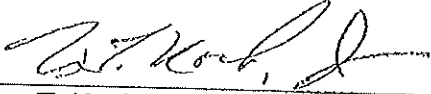
Elizabeth Wilson, First Selectman
Town Office Building
P.O. Box 288
Scotland, CT 06264



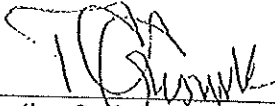
Michael Paulhus, First Selectman
979 Main Street
Willimantic, CT 06226

TOWNS NOT MEMBERS OF A COUNCIL OF GOVERNMENTS

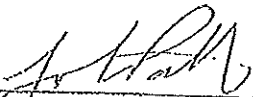
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William T. Koch, Jr., First Selectman
480 Hamburg Road
Lyme, CT 06371



Timothy C. Griswold, First Selectman
52 Lyme Street
Old Lyme, CT 06371



John Patton, First Selectman
40 Old Farms Road
Willington, CT

C. MOU with One-Stop Partners (Signature Pages Only)

Thames Valley Council for Community Action (TVCCA)

SIGNATURES

For: Thames Valley Council for Community Action (TVCCA)

Deborah Monahan

Deborah Monahan, Chief Executive Officer

5/4/2022

Date

For the Eastern Connecticut Workforce Investment Board:

Mark Hill

Mark Hill, President/CEO

May 24, 2022

Date

Christopher R. Jewell

Christopher R. Jewell, Board Chair

June 6, 2022

Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:

Thomas Sparkman

Thomas Sparkman,

Chair of the Council of Chief Elected Officials

06/06/2022

Date

CT STATE: Three Rivers Campus (formerly known as Three Rivers Community College)

SIGNATURES

For: Three Rivers Community College (TRCC)

Mary Ellen Jukoski

Mary Ellen Jukoski, President

05-03-2022

Date

For the Eastern Connecticut Workforce Investment Board:

Mark Hill

Mark Hill, President/CEO

May 24, 2022

Date

Christopher R. Jewell

Christopher R. Jewell, Board Chair

June 6, 2022

Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:

Thomas Sparkman

Thomas Sparkman,

Chair of the Council of Chief Elected Officials

06/06/2022

Date


CT STATE: Quinebaug Valley Campus (formerly known as Quinebaug Valley Community College)

SIGNATURES

For: Quinebaug Valley Community College (QVCC)



Karen Hynick, CEO

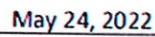


Date

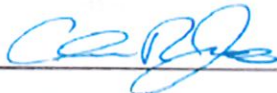
For the Eastern Connecticut Workforce Investment Board:



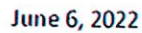
Mark Hill, President/CEO



Date



Christopher R. Jewell, Board Chair



Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:



Thomas Sparkman,

Chair of the Council of Chief Elected Officials



Date

Connecticut Department of Aging and Disability Services

xiv. Signatures

For the Connecticut Department of Aging and Disability Services:

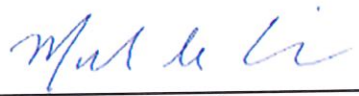


Amy Porter, Commissioner of ADS

6/21/2022

Date

For the Eastern CT Workforce Investment Board



Mark Hill, President/CEO

06/24/22


Date



Christopher Jewell, Board Chair

06/24/22

Date



Thomas Sparkman, Chief Elected Official

06/25/2022

Date

City of Norwich

SIGNATURES

For: City of Norwich

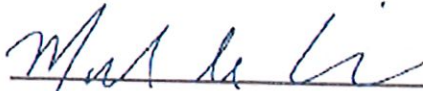


Director of Human Services

7-1-2022

Date


For the Eastern Connecticut Workforce Investment Board:



Mark Hill, President and CEO

08/10/22

Date



Christopher R. Jewell, Board Chair

8/10/2022

Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:



Thomas Sparkman,

Chair of the Council of Chief Elected Officials

08/10/2022

Date

Connecticut Department of Labor

SIGNATURES

For: CT Department of Labor

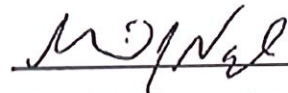


Danté Bartolomeo, Commissioner

2/28/23

Date

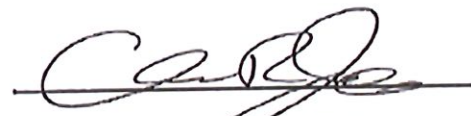
For the Eastern Connecticut Workforce Investment Board:



Michael Nogelo, President/CEO

3/28/23

Date



Christopher R. Jewell, Board Chair

4/20/2023

Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:



Thomas Sparkman,
Chair of the Council of Chief Elected Officials

04/20/2023

Date

Connecticut Department of Social Services

B. Signatures:

For the Connecticut State Department of Social Services

DocuSigned by:
Andrea Barton Reeves
X1D021433049473...

1/17/2024 | 4:54 PM PST

Andrea Barton Reeves, Commissioner

Date

For Eastern Connecticut Workforce Investment Board:

Michael Nogelo

Michael Nogelo, President/CEO

1/12/24

Date

Christopher R. Jowoll

Christopher R. Jowoll, Board Chair

1/12/24

Date

Thomas Sparkman

Thomas Sparkman, Chair of Council of Chief Elected Officials

01/12/2024

Date

New England Farm Workers Council (NEFWC)

SIGNATURES

For: New England Farm Workers Council (NEFWC)

Daniel Knapik

Daniel Knapik, Executive Director

6/7/2022

Date

For the Eastern Connecticut Workforce Investment Board:

Mark Hill

Mark Hill, President/CEO

06/24/22

Date

Christopher R. Jewell

Christopher R. Jewell, Board Chair

06/24/22

Date

For the Eastern Connecticut Workforce Council of Chief Elected Officials:

Thomas Sparkman

Thomas Sparkman,

Chair of the Council of Chief Elected Officials

06/25/2022

Date