

Capital Workforce Partners  
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[www.capitalworkforce.org](http://www.capitalworkforce.org)

## Workforce Investment Board

**DATE:** October 30, 2008  
**TIME:** 8:30 a.m. to 10:30 a.m.  
**PLACE:** The Lyceum, 227 Lawrence Street, Hartford

### AGENDA

#### Consent Agenda

Adopt September 25 minutes (Attachment)

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**Introduction to the Connect-Ability Program**  
**Margarita Torres, CT Department of Social Services**

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**Role of WIB's – A National Prospective**  
**Rochelle Daniels – Presenter**

#### One-Stop Services

**Action 1**            **Operational and Strategic Goals (Attachment)**

**Action 2**            **One - Stop RFP Framework (Attachment)**

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**Board Section and Materials on Capital Workforce Partners Website**  
*(Sandra Rodriguez, CWP Communications Director will make a brief 5-10 minute presentation after the meeting for those who are interested)*

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**The December Board meeting and Holiday Luncheon are  
Thursday, December 4 from 12:30 p.m. to 2 p.m. at  
The Lyceum, 227 Lawrence St., Hartford.**



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## **Workforce Investment Board Minutes September 25, 2008**

**Attendees:** Linda Agnew, Bill Carroll, Steve Cassano, Rich Cohen, Bruce Douglas, Lee Erdmann, Silvana Flattery, Elliot Ginsberg, Lindy Lee Gold, Alan Green, Jason Howey, Clarke King, Mark Leahy, Rich Mullins, Susan Pierson, Bill Putt, Jonathan Richmond, Fernando Rosa, Brian Sardo, John Shemo, John Simoneau, Charles Smith, Carl Stephani, and Connie Wilson-Collins

**Staff:** Thomas Phillips, Alex Johnson, Vivian Rivera, Dennis Mink, Sandra Rodriguez and Suzanne Dutilly

### **Approval of July 22, 2008 WIB meeting minutes**

**Outcome/Action:** A motion was made by Carl Stephani to approve the minutes with the following change: In the Outcome/Action for Finance & Audit Committee it should read, Following its Executive Session, the Board voted to approve the following. Rich Mullins seconded the motion. Motion carried.

The meeting started with a presentation by Dennis Mink, CWP Summer Youth Employment and Learning Program Coordinator. Dennis narrated a brief presentation on the summer program and the number of youths served. He then introduced two of the four Dream Resume Award Winners. Edward Brown of New Britain plans to become a computer engineer, and Chelsea Davies of Bristol plans to become a psychologist or social worker.

Board Chair Rich Cohen introduced the following Committee Chairs and Co-Chairs:

**Finance & Audit**—Charles Smith  
**Future Workforce Services**—Brian Sardo & James Stanley  
**Governance**-Charles Smith & Jonathan Colman  
**Legislative Advisory**-Steve Cassano & Clarke King  
**One-Stop Services**-Bill Putt  
**Strategic Management**-Lyle Wray

He also introduced two new board members:

Jason Howey, Vice President, OKAY Industries, Inc, New Britain  
Lindy Lee Gold, Senior Development Specialist, CT Department of Economic and Community Development

### **Consent Agenda Items**

**Outcome/Action:** A motion was made by Fernando Rosa to approve the following Consent Agenda Items:

- FY 2008 Final Revenue Report
- FY 2009 Projected Revenue Report
- Preliminary Financial Reports
- Mortgage Crisis Job Training Program Overview
- Workforce Solutions Council of MetroHartford-National Fund for Workforce Solutions Award
- USDOL RIG Proposal
- Revised 2008-2009 Meeting Dates

The motion was seconded by Carl Stephani. Motion carried.

## **Board Retreat Follow-up**

Tom Phillips introduced Bill Putt, Chair of the One-Stop Services Committee, who reviewed the June Retreat Summary noting there was discussion that CWP was trying to do too much and there was agreement that the focus going forward should be on Allied Health and Advanced Manufacturing. He said the directive from the retreat was to evaluate the One-Stops and come up with recommendations on how to improve them.

Bill said many of the people who come into the One-Stops don't have a high school education or have forgotten what they learned in high school. Since employers want people with good basic reading and writing skills, he suggested we should build that ramp at the One-Stops.

He also noted that most of the federal dollars we receive have a targeted use but these resources don't actually match the clients who come into the One-Stops, in other words, those who receive Core Services. He said the original WIA legislation advocated the self-help concept at the One-Stops, but our experience is that most clients don't have the basic computer skills to help themselves.

Bill then solicited thoughts and advice from Board members on how to improve the One-Stops and services we provide and replies from Board members included:

- Enhance and engage additional partners
- Maximize resources within core service offerings
- Define what we do in relation to training
- Consider partnering with local education programs, the Corrections Department, etc.
- Identify our responsibilities versus everyone else's
- Explore collaborative ways to get people more job-ready with a more detailed analysis
- Identify who are the most needy-i.e.-pre-release, ex-offenders, people/families losing their jobs and homes
- During assessment, case managers should be more knowledgeable of the services provided by partners
- Use a tracking system, such as a swipe card, to determine services used by Core Customers
- Working with other Human Services agencies, create mobile One-Stops
- How can we energize our industry clients more effectively?
- How can we attract interest in our services and energize the community?
- We need a better understanding of what services and programs are already being provided by other agencies
- Look at additional resources with existing training providers
- Leverage our business success stories

Board Member Linda Agnew, who is the Deputy Director of CTDOL, said the One-Stop Innovation proposal issued by her agency, OWC and CETC, is looking for innovative, systemic changes to the One-Stop system statewide. The deadline for proposals is September 30 and she said there would be quick turn-around in the award process because the money is coming from this fiscal year's budget.

## **Adjournment**

Clarke King made a motion to adjourn the meeting. The motion was seconded by Steve Cassano. Meeting adjourned.



## **Capital Workforce Partners Operational One-Stop Goals for Consideration**

One-Stop Committee Vision: The North Central Region's CT Works One-Stop System positively impacts economic development by increasing the competitiveness of the workforce.

1. Increase Efficiency of One-Stop Operations
  - a. Procurement of One-Stop Services
    - i. Reduce contractor costs in overhead, management and administration
    - ii. Simplify contractor management structures
    - iii. Align partner human resource systems
2. Improve WIA and JFES Performance in CWP Operations
  - a. Maximize resources allocated to JFES training programs; achieve a documented 50% participation rate for JFES
  - b. Monitor WIA/JFES proxy reports
  - c. Strive to achieve self-sufficiency wage standards for WIA and JFES
  - d. Achieve 100% of WIA performance goals; strive to exceed all measures
3. Enhance Quality in One-Stop Service Delivery
  - a. Incorporate more technology in core operations
  - b. Align One-Stop services to other community-based support services for customer referral
  - c. Identify clear career pathways to target industry sectors for all One Stop customers
  - d. Identify services to address the skill gaps between employers' needs and One-Stop customers

### Recommended Capital Workforce Partners Board level strategic goals:

1. Enhance and expand partnerships with key stakeholders to address service gaps in the One-Stop System.
2. Enhance and expand businesses partnerships in order to inform, prioritize and participate in the One-Stop System model.
3. Obtain new resources to provide skill development opportunities within the One Stop System for challenged populations: ex-offenders, limited English proficient workers and low-wage workers.



## **One-Stop Committee Meeting October 16, 2008 @ 8:30am**

### **Minutes**

**Present:** William Putt, Jonathan Richmond, Mark Polzella, Susan Pierson, Ken Flanagan, and John Boyd (via phone)

**Absent:** Karen Chadderton, Sylvana Flattery, Elliot Ginsberg, Alan Green, Clarke King, Mark Leahy, John Simoneau

**Staff:** Alex Johnson, Pam Nabors, Julie Watson, and Vivian Rivera

**1. Introductions** were made.

**2. Consent Agenda:**

**a) Approval of Minutes**

A motion was made to approve the August 20<sup>th</sup>, 2008 minutes. Minutes were approved.

**b) One-Stop Quarterly Reports**

- The One Stop System is experiencing more demand, seeing more customers during the first quarter of this year than during the first quarter of last year.
- The individual training scholarship dollars (ITAs) are being expended rapidly and are expected to be exhausted earlier than last year.
- Bill P. pointed out that the numbers of JFES clients have decreased while WIA clients have increased. Julie reported that JFES enrollments are based on DSS referrals, and may be affected by staffing issues at DSS.
- Alex stated that given the economic situation and the rising unemployment rates, it is critical to figure out ways to provide some level of service at the front door that might be more meaningful than simply waiting for the intensive service arena to provide scholarships or vouchers. These resources will run out very quickly this year.
- CWP is hopeful that Congress might extend unemployment benefits and put additional money out for training. Alex further stated that this year is unique in that the workforce system has not seen an infusion of training dollars despite the rise in unemployment rate.
- John B. asked if the One-Stops will have to stop serving people before the end of the year due to lack of resources.
  - Training scholarships will be exhausted, but other services such as job development will continue.
  - The efficiencies proposed in the RFP framework will increase direct training resources available next year.

- John suggested involving some industries (who may already be training some of their employees) to provide training for our customers at very little cost, possibly allowing job-seekers to fill unused seats at their employee trainings. He stated that we need to get the word out properly and it needs to be an effort of the committee and the overall Board in order to be successful.
- Bill asked about the status of the Career Academy.
  - Goodwin College will be invited to present at the November meeting.
  - The Career Academy is in its 3<sup>rd</sup> and final year, and Goodwin should have launched its sustainability plan for becoming a free standing training academy for customer service for the hospitality and retail sectors.
  - Bill P. stated that the staff at Goodwin raised the concern that once customers are identified and sent to the One-Stop system for enrollment into the Academy, they don't return for training. Julie responded that staff are looking to problem solve and create a tracking system and move to a model that will allow the Academy to be less dependant on the One-Stop case managers for trainee referrals.
  - Bill stated that a lot of time and effort has been invested in this project, and we should ensure that our investment will be able to be sustained.

### 3. Old Business

#### a) WIA Program Year 07 Performance Report

- The report is an indicator of how well the WIA grant programs performed in Program Year 2007.
- All adult performance measures were in the acceptable range, at or above 80% of the goal.
- One youth measure was below the minimum standard.
  - The new WIA youth WIA youth service model implemented October 1, 2008 was designed to address the performance deficiency.
- WIA goals are negotiated by the state with the US Department of Labor and then by the local WIBs with the state.
- The WIA outcome measures are not CWP's definition of success. The Strategic Management Committee is charged with establishing measurements of what the Board believes to be our ultimate success: self-sufficiency. The ultimate goal is to do more than move people from unemployed poor to working poor. The goal is to get people to a self-sufficient wage.
- The committee that our goals for WIA/JFES performance should be to achieve 100% of the WIA targets and to achieve a verified JFES participation rate of 50%. It was acknowledged that this JFES participation rate is a stretch goal given the limited resources and complex requirements.

*A motion was made* to accept the WIA Performance Report for the purpose of reporting to the Board, with the understanding that we are aiming for higher income levels toward self-sufficiency and will closely monitor the WIA youth new program framework, which we are confident will improve outcomes. Motion was approved.

#### b. Summary of CETC Next Generation proposal

- The Office of Workforce Competitiveness (OWC) in partnership with CT DOL issued a \$1 million RFP to the five Boards, challenging them to come up with

some innovative strategies to respond to the CT Employment and Training Commission's Next Generation Goals for building the One-Stop System.

- Proposals were solicited in four broad categories: Employer Services, Technology, Career Pathways, and Human Service Integration.
- All five Boards have been invited to meet with OWC and DOL staff and respond to a number of questions related to the proposals, including the nature of business involvement with the technology proposal.
- This work must be completed by June 09 due to state funding, which will be a challenge. CWP will need to move this project forward with urgency once funding is approved.
- The technology proposal aligns with this Committee's and the Board's goals, exploring the possibility of providing enhanced Core services and opportunities to increase the skill level of our customers without the tapping training dollars. We need to figure out how technology can provide the developmental support needed by job-seekers.
- A variety of technologies have been proposed to provide customers with information and direct them from the moment they come in through the door such as electronic viewing screens and online training modules that we'd like to bring to scale.
- John B. suggested that the Smart classrooms support distance learning and online training and assessments.
- John also suggested that CWP consult with New Horizons or other technical training providers about using the One-Stop locations to deliver their training and testing and certification services. This would:
  - increase the visibility of the provider's service;
  - reduce the provider's overhead;
  - create a fee-for-service opportunity for the One-Stop system;
  - bring higher-skilled workers in to the One-stop centers..

#### **4. New Business**

##### **a). Strategic Discussion regarding One-Stop/Follow Up from Board meeting**

Staff presented two documents for discussion; the Strategic One-Stop System Discussion document and the CWP Operational One-Stop Goals for Consideration document.

##### Strategic One-Stop System Discussion

- Bill reported at the September 23<sup>rd</sup> Board meeting on the responsibilities of the One-Stop Committee in building the One-Stop system. The Board's involvement is needed in two areas.
  - Enhancing and expanding partnerships with key stakeholders is necessary to address service gaps.
  - Engaging businesses to inform, prioritize and participate in the One-Stop system model.
  - The One-Stop Committee will look at more efficient and effective use of WIA and JFES resources, as well as identifying where technology solutions in the One Stop Centers can enhance service delivery.
- The One-Stop Committee will look at more efficient and effective use of WIA and JFES resources, as well as identifying where technology solutions in the One Stop Centers can enhance service delivery.

- The Governance Committee is working on a Board education and development strategy to foster engagement of Board members.
- Rochelle Daniels, a national workforce development consultant, will be at the October Board meeting to begin education process and better define the Board responsibilities in building the One-Stop System.

#### CWP Operational One-Stop Goals for Consideration

- The operational conversation should be separate from the strategic conversation.
- The proposed operational goals will be recommended to the Board.
- Goal 1, increasing efficiency of One-Stop operations, will be addressed through the RFP framework for 2009-2010.
- Goal 2, improving WIA and JFES performance, will be recommended to include increasing wage outcomes toward the self-sufficiency standard, achieving 100% of WIA targets, and achieving a verified JFES participation rate of 50%.
- Goal 3, enhancing quality in One-Stop service delivery, will be recommended to include increasing broad partnerships at the Board level to help identify career pathways in targeted industry sectors.
- Alex added that we have reached out to Rochelle Daniels, National Workforce Board Consultant, Pam stated that up until this point, the committee has focused on meeting the minimum standard; however, she encouraged the members to increase our expectations on attaining 100% or more; John B concurred and added that we will get a better performance from our investment.

*A Motion was made* to present the Operational One-Stop Goals to the full Board with the addition to increase wage outcomes through self-sufficiency and also to gain the full CWP Board's commitment to broaden our stakeholder partnerships in order to address gaps in service delivery at the One Stops. Motion was approved.

#### **b) RFP Framework**

- Alex began the discussion by stating that since CWP is in an environment where fiscal constraint is demanded, the One-Stop Committee members have agreed to look for efficiencies within the One Stop contracting structure. The strategic goal of improving system efficiency has been discussed since May.
- There are nine contracts in the current One-Stop contracting structure, including six intensive services contracts. This structure includes multiple layers of management throughout the system.
- A budget analysis of 08-09 contracts and cost estimate for 09-10 shows that adopting a single intensive services contract would result in cost savings estimated at over \$400,000.
- The proposed 2009-2010 RFP Framework for One Stop Services will connect all Intensive Services under the structure of one vendor in order to achieve efficiency and greater effectiveness. The RFP will solicit a single vendor to provide case management, job development and assessment functions region-wide.
- The single vendor model will eliminate redundant layers of management, administration and overhead, and increase front-line staff capacity by standardizing the level of education, experience and wage structure for case managers.

- Core services will continue to be provided by one vendor, as in the current system, and the provision of computer literacy training will be negotiated with the community colleges.
- Core services contractor staff would report programmatically to the CTDOL Job Center Directors in Hartford, New Britain and Enfield, reducing the need for contractor supervisory staff.
- This structure change will not only make efficient use of the funds available, but also improve quality of service delivery through stronger accountability; the intensive services vendor will be solely accountable for WIA and JFES performance. In the current system, accountability is spread across agencies.

*A motion was made* to recommend the RFP Framework to the full Board. Motion was approved.

**Meeting was adjourned at 10:45am.**

**\*\*The next meeting will be November 20, 2008 at 8:30 a.m.**

## **Presenter**

Rochelle Daniels, the Assistant County Attorney, for Workforce One, in Broward County (Fort Lauderdale) is considered to be one of the top national experts on the Workforce Investment Act, Workforce Investment Boards (WIBs) and related programs and funding streams. Rochelle helps state and local WIBs implement quality programs while still maintaining compliance with the law. For more than 25 years, she has presented at numerous national conferences and training sessions, is much sought after for local workforce investment board development, design of contracting and reporting systems, financial agreements, development, writing plans, Requests for Proposals (RFPs), contracts, policies and many other workforce topics. Rochelle has also worked with the CT Employment and Training Commission on implementation for the Workforce Investment Act Common Measures, as well as worked with the CT Workforce Development Council regarding access to wage data.



## North Central One-Stop Services Proposed RFP Framework 2009-2010

*Changes to current contracting structure indicated in blue*

### 1. Core/Core Enhanced Services

- Single Region-wide contract
- Staffing negotiated with CTDOL for full service sites (Hartford, New Britain, Enfield); *work under programmatic direction of CTDOL Center Director*
- Site management in Manchester/Bristol
- Supports workshop scheduling/CT Works outreach region-wide
- *Supports technology initiatives – online learning in centers*
- Supports targeted population access to CTWorks (ex-offender, individuals' w/ disabilities, etc.)

### 2. Intensive Services

- *Single Region-wide contract for WIA Adult/Dislocated Worker/Jobs First Employment Program (JFES)*
- *Integrates services: Career Assessment, Case Management, Job Preparation/Placement<sup>1</sup>*
- *Focus entirely on exceeding WIA/JFES performance measures*
- *WIA Youth case management moved to youth contractors*
- *Upgrades case management position qualifications and standardizes salary structure*
- Stationed in all 5 CT Works Centers – Hartford, Enfield, New Britain, Bristol, Manchester

### 3. Computer Literacy Training

- Contract with regional community colleges for services:
  - *One .5 FTE Instructor @ Hartford/New Britain to deliver on-going classes and facilitated tutoring on site @ CT Works (Capital & Tunxis)*
  - Purchase 9 classes at college locations for satellites in Manchester/Enfield/Bristol through MOU (Manchester/Asnuntuck/Tunxis)

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<sup>1</sup> *Responsive Bidders must demonstrate current capacity and previous successful performance in all 3 functional areas*

## Final WIA Outcomes Overview Dashboard Program Year 2007

<b>WIA Outcomes for PY 2007 (Data from October 2008)</b>				
<u>Measure</u>	<u>Goal</u>	<u>Performance</u>	<u>% of Goal</u>	<u>4 Quarter Trend</u>
<b><u>Entered Employment</u></b>				
Adult	81%		85.0%	◄►
Dislocated Worker	89%		93.4%	◄►
Older Youth Entered	74%		98.9%	◄►
<b><u>Employment &amp; Credential Rate</u></b>				
Adult	70%		86.4%	◄►
Dislocated Worker	73%		101.2%	▲
Older Youth	56%		65.8%	▲
<b><u>Employment Retention</u></b>				
Adult	85%		103.4%	▲
Dislocated Worker	90%		104.0%	▲
Older Youth	85%		97.0%	▲
<b><u>Quarterly Earnings Change</u></b>				
Adult	\$11,500		102.3%	▲
Dislocated Worker	\$17,500		95.4%	▲
Older Youth	\$3,800		108.4%	▲
<b><u>Younger Youth (14-18)</u></b>				
Diploma/Equivalency Rate	64%		82.2%	▲
Skill Attainment	80%		95.8%	▲
Employment Retention	78%		111.3%	▲
Participant Satisfaction	71.0		94.7%	▲
<b>Key</b>				
= Below Target (<80% of Goal)		Trending Up		
= Meets Target (Between 80% and 100% of Goal)		Trending Down		
= Exceeds Target (>100% of Goal)		Trending Flat		

<b>Measures Below Target</b>	<b>Measures Meeting Target</b>	<b>Measures Exceeding Target</b>
<b>1</b>	<b>9</b>	<b>6</b>

- **The Older Youth Employment and Credential Rate measure fell below its target for the program year**
  - **Primarily because of the number of Out of School Youth served**
    - **This cohort group is especially difficult to retain in programs until desired outcomes are achieved**
      - **Lack of support for Out of School Youth is the major barrier to reengaging them once they disengage.**