

The Results-Based Accountability Summit

Building a Skilled Workforce for the 21st Century

Connecticut General Assembly
Appropriations Committee

1:00 PM to 4:00 PM
Legislative Office Building
Room 2C

January 26, 2012

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The Results-Based Accountability Summit
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Introduction

Intent of Jobs Summit

The Appropriations Committee recognizes the importance of Connecticut being able to rise to the challenges of a 21st Century global economy, especially at a time when many people are out of work and many who are working need to upgrade their skills to succeed in this rapidly changing, technologically-driven world. Given the Governor's emphasis on Jobs and Education, the focus of this Summit is to inform legislators about the nature of the current workforce system, its strengths and weaknesses, and the direction it is taking.

This Summit is also a milestone in the application of Results-Based Accountability (RBA) to a cross-section of jobs and employment and training related programs. Twenty-one programs in nine agencies prepared RBA report cards as part of this initiative. These programs, although only a fraction of all programs related to job creation and employment training in the state, account for nearly one-half billion dollars in federal and state funding. The 21 programs are listed in the Program Inventory (Section III) with their budgeted funding.

RBA starts with the quality of life result we desire for all Connecticut residents and works backwards to the means (the strategies and programs) we use to achieve the result. The RBA team developed the following result statement for this initiative:

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

In order to measure how the state is doing in achieving this result, the team also identified 7 population indicators:

Indicators

- ***Unemployment Rate***
- ***% of unemployed that are long-term unemployed***
- ***% of 18-24 not employed or in school***
- ***% of jobs paying a living wage***
- ***High School Graduation Rate***
- ***Job Retention Rate***
- ***Job Creation Rate:***
 - ***By Sector, Salary, Skill Level and Education***

The team identified six broad, strategic areas under which are clustered the efforts needed to achieve the result. The programs selected for presentation are listed in bold within each strategic area below, along with the remainder of the 21 inventoried programs associated with that area:

<p>Pipeline</p> <p>Connecticut Technical High School System (SDE)</p> <p>Adult Education (SDE)</p> <p>Summer Youth Employment (DOL)</p>	<p>Worker Preparation</p> <p>Apprenticeship (DOL)</p> <p>Care 4 Kids (DSS)</p> <p>Jobs First Employment Services (DOL)</p> <p>Jobs Funnel (DOL)</p> <p>Transportation to Employment Independence (DSS)</p>	<p>Worker Retraining</p> <p>Occupational Degree Programs (BOR)</p> <p>Non-Degree Vocational Training Programs (BOR)</p> <p>Workforce Investment Act (DOL) *</p>	<p>Employer Supports</p> <p>Job Expansion Tax Credit (DECD)</p> <p>CONNSTEP, Inc. (DECD)</p> <p>Incumbent Worker Training (DOL)</p>	<p>Targeted Populations</p> <p>Residential Work Release (DOC)</p> <p>Alternative in the Community (Judicial)</p> <p>Mental Health Employment (DHMAS)</p> <p>Non-Residential Employment (DOC)</p> <p>Work/Learn Program (DCF)</p>	<p>System Information and Infrastructure</p> <p>Connecticut Employment and Training Commission (CETC)</p> <p>Labor Market Information (DOL)</p> <p>Wagner-Peyser Labor Exchange (DOL) *</p>
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* These programs are fully supported by federal funds.

Report cards for each of the selected programs are included in this briefing book. Each report card presents the contribution of the program to the quality of life result and includes performance measures for the program, the story behind each measure, proposed actions to improve the program, and a data development agenda.

The Summit presentations will include a system overview by the Connecticut Employment and Training Commission, presented by Rina Bakalar, Executive Director of the Office of Workforce Competitiveness. This overview will include a discussion of the federally-funded programs that provide the backbone of the system and support most of the system infrastructure. In addition, there will be presentations of six programs that are representative of the various programs within the five substantive strategic areas. Four other agencies are participating in a pre-Summit panel discussion that focuses on programs for targeted populations.

Section I

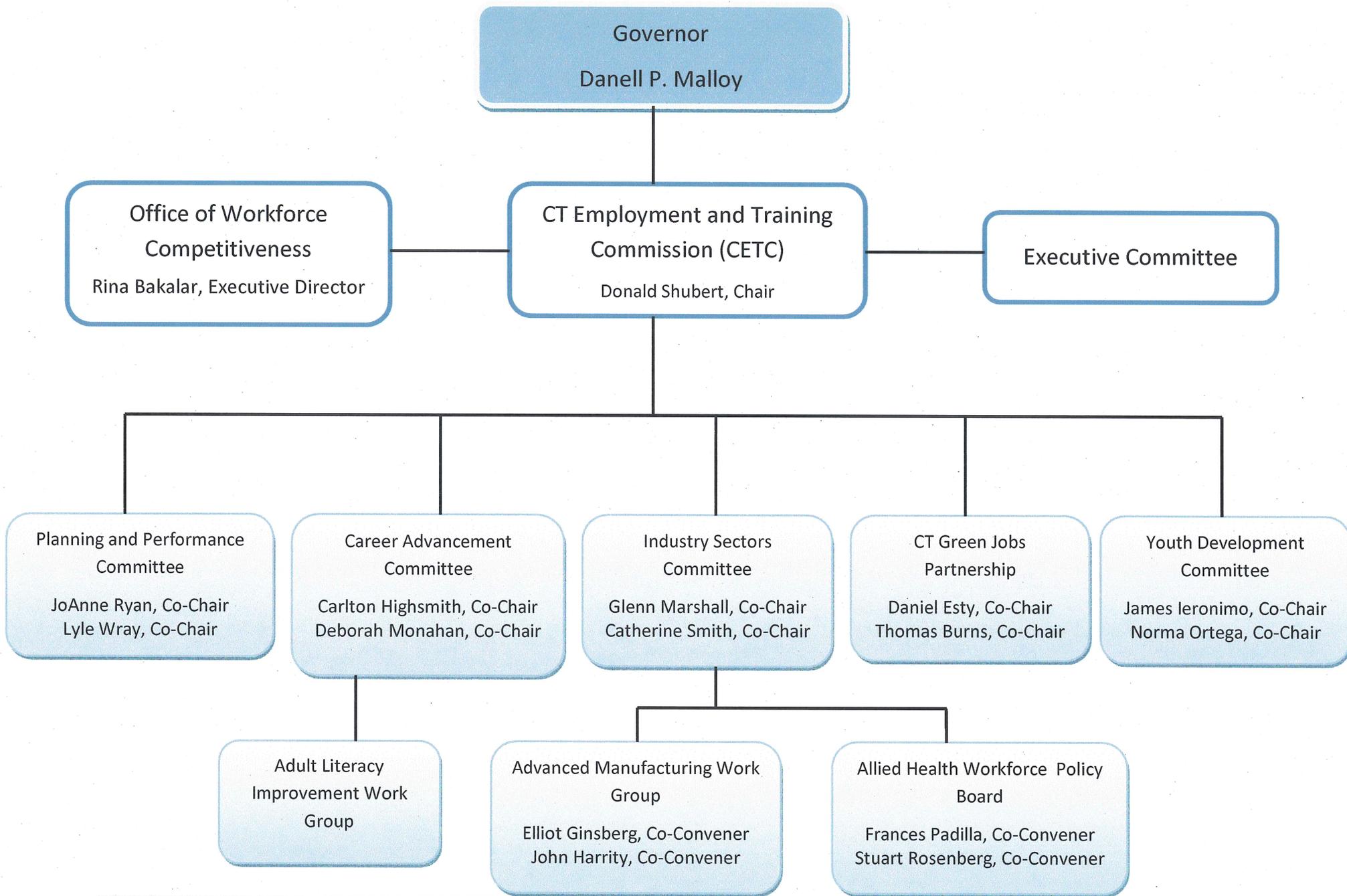
System Overview

The Results-Based Accountability Summit
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System Overview

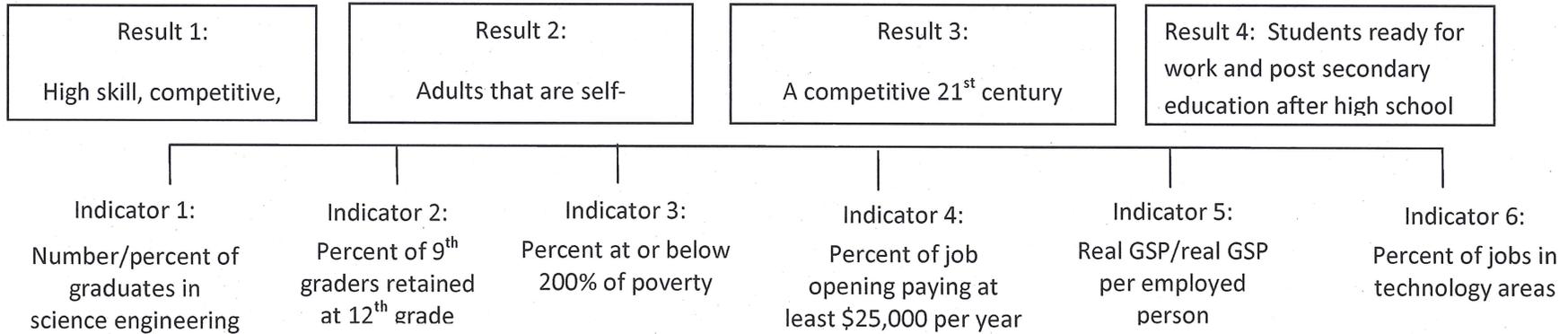
The **Connecticut Employment and Training Commission (CETC)** is Connecticut's State Workforce Investment Board, authorized under Federal law (Workforce Investment Act) and state statute. CETC provides workforce-related policy and planning guidance to the Governor and General Assembly. CETC promotes coordination of the state's workforce-related investments, strategies, and programs. Appointed by the Governor, members represent Connecticut businesses, employers, key state agencies, regional/local entities, organized labor, community-based organizations and other stakeholders. The **Office of Workforce Competitiveness (OWC)** provides staff support and technical assistance.

The **Office of Workforce Competitiveness (OWC)** serves as the Governor's principal workforce development policy advisor. The goal is to ensure that Connecticut has the essential talent to support economic growth. OWC collaborates with multiple partners to align resources, coordinate employment, education and training programs, and promote strategy to meet industry's projected job growth needs in Connecticut. OWC staffs and provides technical assistance to the **Connecticut Employment and Training Commission (CETC)**. In addition to its policy role, OWC manages selected special initiatives. These include: the "Step Up" program, offering employer incentives for hiring new workers; the Federally-funded CT Green Jobs Funnels Innovation grant; the Jobs Funnel Initiative; and the State Energy Sector Partnership, promoting career pathways to green jobs in construction, the building trades, and energy-related fields.

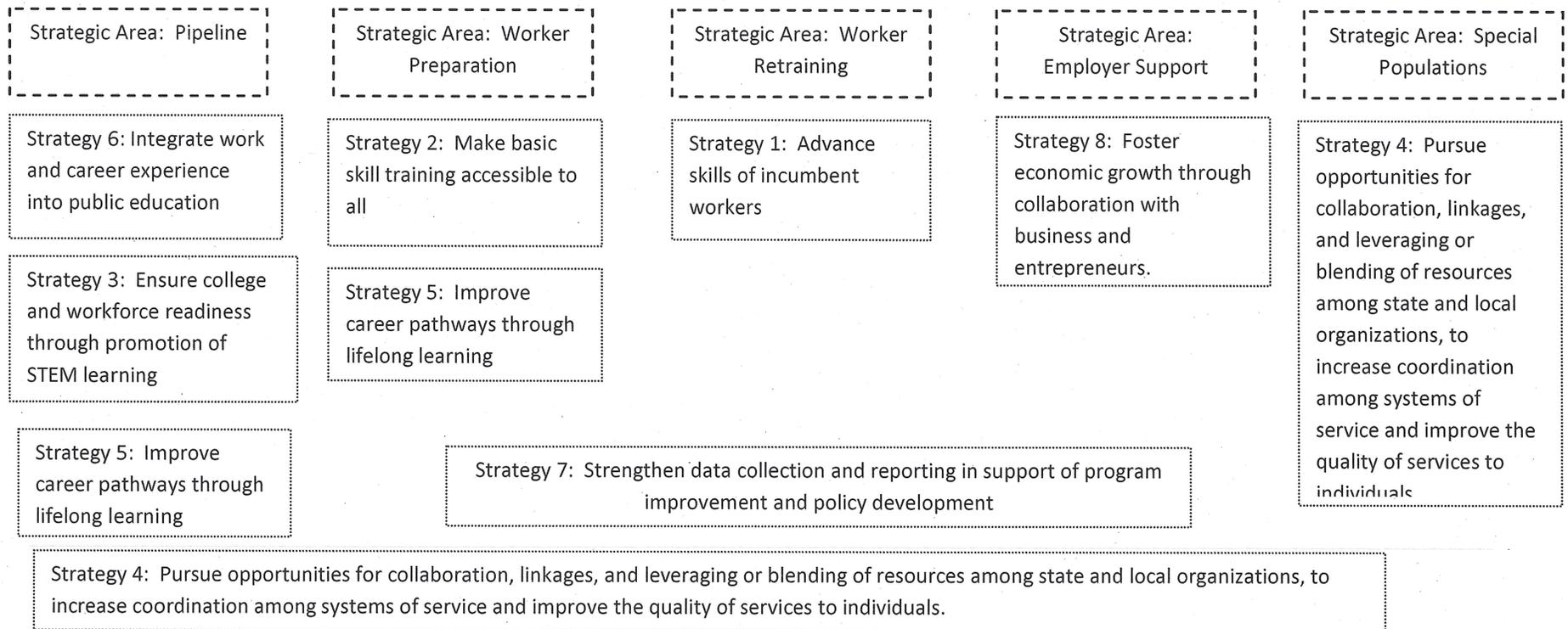


CETC RBA Framework

Population Level



Program Level



Section II Report Cards

The Results-Based Accountability Summit
Building a Skilled Workforce for the 21st Century

Program Report Cards

Program	Agency
(1) Connecticut Technical High School System	State Department of Education
(2) Apprenticeship Program	Department of Labor
(3) Occupational Degree Programs	Board of Regents: Community Colleges
(4) Job Expansion Tax Credit	Department of Economic and Community Development
(5) CONNSTEP, Inc.	Department of Economic and Community Development
(6) Residential Work-Release	Department of Correction
(7) Adult Education	State Department of Education
(8) Alternative in the Community - Employment Services	Judicial Branch
(9) Care 4 Kids	Department of Social Services
(10) Incumbent Worker Training	Department of Labor
(11) Jobs First Employment Services Program	Department of Labor
(12) Jobs Funnel Program	Office of Work Force Competitiveness
(13) Labor Market Information	Department of Labor
(14) Mental Health Employment Program	Department of Mental Health and Addiction Services
(15) Non-Degree Vocational Training Programs	Board of Regents: Community Colleges
(16) Non-Residential Employment Program	Department of Correction
(17) Summer Youth Employment	Department of Labor
(18) Transportation to Employment Independence Program	Department of Social Services
(19) Wagner-Peyser Labor Exchange	Department of Labor
(20) Work/Learn Program	Department of Children and Families
(21) Workforce Investment Act	Department of Labor

2012 Program Report Card: Connecticut Technical High School System (Department of Education)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

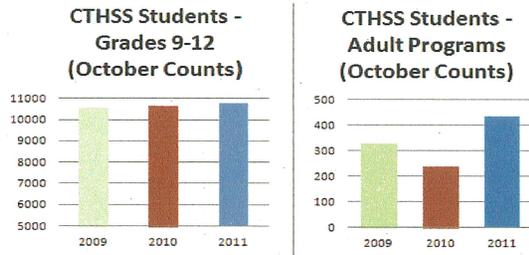
Contribution to the Result: The Connecticut Technical High School System (CTHSS) provides education to students in Grades 9-12 in academics as well as 31 trade areas. Students graduate not only with a standard high school diploma but also certification in a trade giving them the option to further their education or go directly into the workforce. The CTHSS also offers post graduate programs for adults for nursing (CNA and LPN), dental assistants, surgical technicians and aviation maintenance technicians.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	144,590,288	9,297,770	4,687,817	158,575,875
Estimated FY 12	147,226,619	12,680,387	3,709,222	163,616,228

Partners: Business and industry, institutions of higher education, parents and community.

How Much Did We Do?

1. Number of Students Enrolled in CTHSS.

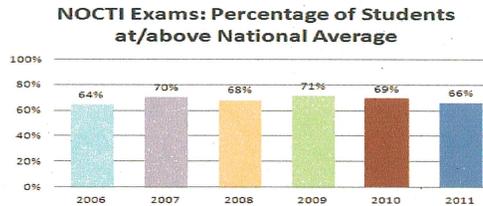


Story behind the baseline: As of October 2011, the CTHSS served 10,765 high school students. An additional 433 adult students also attended for a total of 11,198 students. This was a 2.7% increase in total enrollment from 2009 to 2011. The CTHSS is comprised of 16 high schools (Grades 9-12), Bristol Technical Education Center (Grades 11-12) and two adult aviation schools. Enrollment is up this year and has been over 10,800 students the past 2 years. Schools are located across the state and students from almost every district in the entire state attend the CTHSS with the exception of Bridgewater, Darien, East Granby, Easton, Greenwich, Weston and Westport. Wright Tech in Stamford was suspended in 2009. The decline in adult enrollment in 2010 was due to the suspension of the Licensed Practical Nurse Program, which was later re-opened in 2011.

Trend: ▲

How Well Did We Do It?

2. Percent of Students at or above National Average in Assessments and Competition.

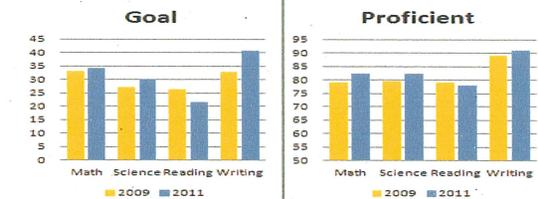


Story behind the baseline: The National Occupational Competency Testing Institute (NOCTI) provides exams to measure skills of those completing a secondary or post-secondary technical program. Twenty of the CTHSS 12th grade trades and technologies participated in the available tests (1,745 students – just under 80% of 12th graders). Since NOCTI does not mandate a standard for achievement or competency, the national average score is used for comparison. 1,146 (66%) of our students surpassed the national average which is slightly below the two previous years (1,176 in 2010 and 1,232 in 2009). Since the national averages change each year, the trades participating have varied as some moved to national and state certification testing, and some trades are as small as 7 to 14 students, a direct trend cannot be accurately determined. The CTHSS also sent 67 students to the National Skills USA competition where 1 student received a gold medal and two more students earned silver medals. Overall, 22 students finished in the top ten, further illustrating that CTHSS students achieve on a national level of excellence.

Trend: ◀▶

Is Anyone Better Off?

3. Percentage of 10th grade students at or above CAPT – Goal Level.



Story behind the baseline: From 2009 to 2011, the CTHSS increased the percentage of students at Goal and Proficiency in Math (+1%,+3%), Science (+3%,+3%) and Writing (+8%,+2%). CTHSS Reading scores dropped (-5%,-1%) along with the State's Goal percentage 45%(-3%). The majority of CTHSS schools outperform the towns they reside in (Whitney compared to New Haven; Norwich to Norwich Free Academy) on all four sections of CAPT (Math, Science, Reading and Writing) when looking at proficiency standards. In Math, 12 schools outperformed the sending towns at the Goal Level and 9 more schools for Science. Despite improving in 3 out of 4 CAPT categories, the CTHSS will develop new interventions to bring all students to proficiency and goal levels.

CTHSS Schools Outperforming Local District School Resides In

10th Grade CAPT	Math	Science	Read	Write
2008-09	14	14	14	14
2009-10	15	16	15	15
2010-11	15	14	11	15

*17 schools in 2008-09, 16 in 2009-2011

Trend: ◀▶

2012 Program Report Card: Connecticut Technical High School System (Department of Education)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

4. Percentage of graduates eligible for National or State Certification/Licensing Credential.

79% of CTHSS Students Graduate Eligible for National or State Certifications or Credentials



Story behind the baseline: This is the first year of a new annual data analysis project. Out of over 2,200 graduates in the CTHSS Class of 2011, 79% of the students left our system eligible for either national or state certifications and/or licensing credentials in their trade in addition to their diploma and trade endorsement. The CTHSS has been adding certifications to its curriculums for several years. While many schools had Heating, Ventilation and Air Conditioning (HVAC) Refrigerant Recovery Certification in 2005, now all school programs will in 2012.

Twenty one percent (21%) of students received a diploma and trade endorsement, but their trade curriculum did not have an association to a national or state certificate or credential at that time. The CTHSS will continue to build certifications and credential eligibility into all trade technology programs.

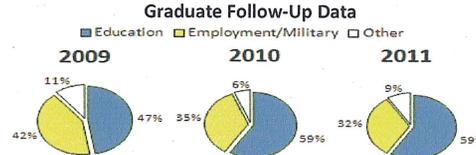
Examples of certifications/credentials: National Technicians Education Foundations (NATEF) and Automotive Service Excellence (ASE); OSHA 10 and Ladder and Scaffolding Safety certification from the Occupational Safety and Health Administration (OSHA); ServSafe Certification from the National Restaurant Association (NRA); CPR and First Aid; National Institute of Metalworking Skills (NIMS) Level I credentials; Hours towards licensing and apprenticeship from the Connecticut Department of Labor and Department of Public Health are included in curriculum for Carpentry, Electrical, HVAC, Plumbing, Hairdressing and Barbering.

Trend: ◀▶

Rev. 4 (10/17/11)

Is Anyone Better Off?

5. Percentage of graduates in the workforce, armed forces or postsecondary education.



Story behind the baseline: The pie graphs above show the results from the CTHSS graduate follow-up survey from the past 3 years. The survey captures information on what graduates are doing 4 months after graduation. Over 90% of our students enter the workforce, the armed forces or pursue education. College students who are also working at full or part-time jobs are only reported in the education category so the percentage of employment is likely to be even higher. The Connecticut Business and Industry Association's 2011 Manufacturing Workforce Survey shows that 51% of the responding manufacturers hired graduates from the CTHSS. Historical follow-up data on adult students was not collected.

Trend: ◀▶

Proposed Actions to Turn the Curve:

Action 1: The NOCTI is a National Assessment, but the materials for administering the tests are an expense to the schools and not all the tests are aligned with Connecticut licensing and regulations. The CTHSS is evaluating moving to assessments that are recognized by the Local Unions, Local Trade Organizations and the Skills USA recognition programs that more closely align with the state trade licensing exams. (*Measure 2*)

Action 2: To improve CAPT test scores, A District-wide Literacy Focus will include Implementation of Language Arts Lab (LAL) Framework for Grades 9 and 10 involving progress monitoring & data collection in the LALs, Co-teaching and Station/Center teaching and increased use of technology in the LALs. The CTHSS is restructuring the Foundations of Math course, which will specifically address Scientifically Researched-based Intervention (SRBI). The course will target the needs

Trend Going in Right Direction? ▲ Yes; ▼ No; ◀▶ Flat/ No Trend

of Grade 9 students entering CTHSS who performed at the Basic and Below Basic levels on the Connecticut Mastery Test (CMT) in Mathematics. The goal is to help students build background knowledge to enable them to be successful in Algebra I and their trade by addressing specific needs identified on CMT results. The CTHSS is creating Standards Based Report Cards to focus instruction and record student achievement on content standards separately from student social development and work habits. The CTHSS will begin using a web-based classroom walk-through tool (TeachScape) to monitor the effectiveness of teaching strategies and determine areas for improvement. (*Measure 3*)

Action 3: The CTHSS will add credentials, certifications and licensure eligibility to our student programs. For 2012 welding graduates, certification from the American Welding Society will be added. The CTHSS is collaborating with higher education to share resources and grow adult programs. (*Measure 4*)

Action 4: The CTHSS will increase collaboration with the Department of Labor and Department of Economic and Community Development to ensure CTHSS programs align with forecasted job and business growth in Connecticut (CT) through expanded use of our technical education programs. The CTHSS Green Technologies Initiatives Program was made possible through outside funding sources with no State of CT monies used in providing Green Initiatives Training. The CT Clean Energy Fund & CT Energy Efficiency Fund (CEEF) Grants will allow for training for the Solar Service industry. The CTHSS along with the CEEF is committed to developing and expanding the charging infrastructure across the state and will be utilizing the Electric Vehicle chargers that are compatible with plug-in hybrid and electric cars. (*Measure 5*)

Data Development Agenda:

Identify, define and collect follow-up data on graduates of adult programs in terms of status in employment, military service and further education following graduation from a CTHSS program. (*Measure 5*)

2012 Program Report Card: Apprenticeship Program (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

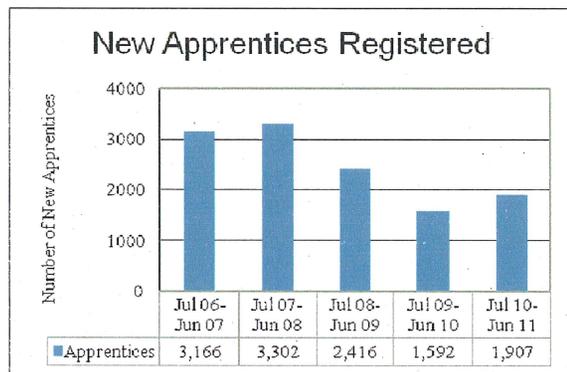
Contribution to the Result: The program provides on-the-job training and related instructions for apprentices that enable them to learn a trade while receiving a livable wage. The program provides sponsors/employers with dedicated and responsible apprentices who ultimately; provide qualified trades people to the public.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	560,000	17,681	486,611	1,064,292
Projected FY12	621,281	105,154	180,914	907,349

Partners: Businesses, employer and industry associations, labor management organizations, Connecticut Department of Education, Connecticut Department of Consumer Protection, Department of Veteran Affairs, Board of Education and Services for the Blind, Connecticut Department of Social Services Bureau of Rehabilitation Services, Connecticut Department of Corrections, Connecticut Technical High School System, Connecticut public schools, post-secondary proprietary schools, state and local workforce development boards and local community based organizations.

How Much Did We Do?

Measure 1: New Apprentice Registrations

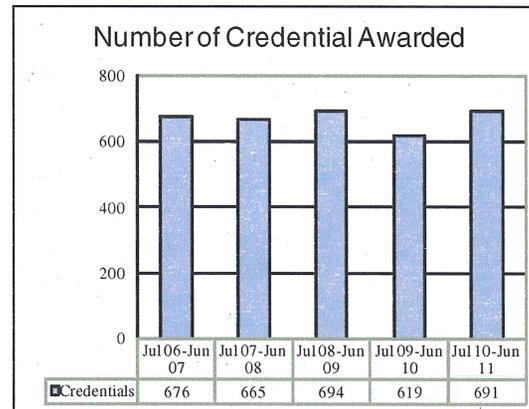


Story behind the baseline: The trade industries in Connecticut provide an on-the-job training program for individuals to achieve a credential for their trade. The credential is a requirement for employment in specific trades. The number of tradespersons coming through the Apprenticeship program is an indicator of current occupational demand and the willingness or necessity of businesses to participate in a training program. This trend indicates that employers have a need for trained tradespersons to enhance their businesses. Along with the new apprenticeships, there is a growing effort to collect fees from sponsors (the trades). In 2009, all registration fees associated with the Apprenticeship Program were doubled and 50% of the fees collected will now go to the General Fund increasing the sustainability of this program into the future.

Trend: ▲

How Well Did We Do?

Measure 2: Number of Credentials Awarded

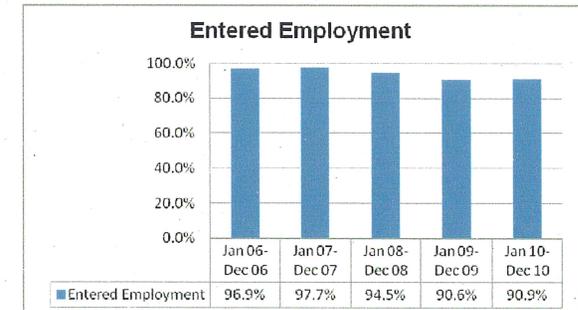


Story behind the baseline: To increase the number of individuals in skilled occupations, the apprenticeship program apprentices receive paid, on-the-job training and related instruction while learn the practical and theoretical aspects of that trade or business. They are also taught safety measures that will ensure their own well-being and those of their customers. Upon completion, apprentices are able to sit for the applicant exam and enter the workforce as fully qualified, credentialed journeyman. The decline in the number receiving credentials parallels the decline in the economy and the decline in the activity of the council that oversees these activities. A better version of this measure will be reported when we can track the number taking the exams and report the percent receiving the credential (see data development).

Trend: ▲

Is Anyone Better Off?

Measure 3: Entered Employment Rate



Story behind the baseline: Since Apprenticeship programs pair employers with employees, generally there is a high degree of employment upon completion of the program. The entered employment rate is a gauge of successful outcome and quality of life as a result of completing the program. The entered employment rate has been declining during the recessionary period; typically, the rate of employment is 95% in the quarter after program completion.

Trend: ▲

2011 Program Report Card: Apprenticeship Program (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Performance Measure 4: Pre/Post Earnings Gain



Story behind the baseline: Pre/Post Earnings is the dollar difference between 6 months of earnings prior to program entry compared to 6 months of earnings after program completion. The expertise and experience learned in the program provide a platform for an increased standard of living. The Pre/Post Earnings gap is much closer than in recent years, however, the 6 month difference of \$14,954 equates to a \$26,000 increase in annual earnings.

Trend: ▲

Is Anyone Better Off?

Measure 5: 6 Months Earnings



Story behind the baseline: While the Entered Employment Rate and the Wage Gain measures are important indicators of successful program outcomes, annual earnings are key to evaluating improvements in self-sufficiency. In general, completers of the program have averaged earnings of roughly \$25,000 over a 6-month period (annualized earnings of \$50,000 per year) well above the average salary of \$46,000 (<http://www.simplyhired.com/a/salary/search/l-connecticut>)

Trend: ▲

Proposed Actions to Turn the Curve:

To increase the participation levels, the Apprenticeship Unit staff will focus on outreach to employers in currently participating industry sectors and expand apprenticeship opportunities by identifying and reaching out to other growth sectors of the economy. Where possible we will contact other States and associations in our state to assist in this effort, identifying existing models for apprenticeship structures in areas other than the traditional trades that have long dominated apprenticeship in Connecticut.

To assist and advise in this effort the State Apprenticeship Council established by C.G.S.31-22n will be reconstituted to provide valuable information on expanding the opportunities in apprenticeship. Members will be appointed based on their expertise in a wide span of industries and members of the educational fraternity will be requested to serve ex officio.

Data Development Agenda:

In order to measure the ongoing success of our programs we will survey recently completed apprentices and their sponsors to verify continued employment and wage advancement beyond the normal term of apprenticeship. The data collected will assist our staff in assessing areas of concern for both the apprentices and the sponsors. We will also seek the information from Consumer Protection to determine the number of apprentices taking the credentialing exams so that we can report the percent successfully completing licensure.

We will utilize data obtained from the Bureau of Labor Statistics and workforce partners (both governmental and private or non-profit entities) to identify growth industries and develop outreach material to assist in highlighting the many advantages to participating in an apprenticeship program.

2012 Program Report Card: Occupational Degree Programs (Board of Regents for Higher Education: Community Colleges)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Programs provide students with knowledge and skills that increase their career and life opportunities. Students with associate's degrees have a better chance for employment and/or advancement than those with just high school diplomas.

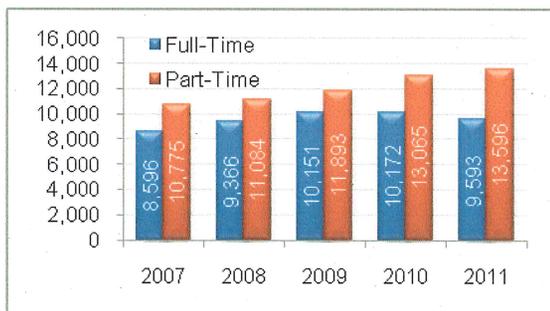
Program Expenditures (direct instructional costs only)	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$40,680,389	\$941,429	\$21,900,127	\$63,521,945
Estimated FY 12	\$40,680,389	\$941,429	\$21,900,127	\$63,521,945

Amounts include direct instructional activity only. Indirect expenses are not allocated. Additionally, budgets are not managed at the program level, and so expenditures for FY12 are estimated at FY11 levels.

Partners: Students (while students are also customers, they must participate as active partners in educational programs to achieve results), High Schools, Employers, 4-year Colleges

How Much Did We Do?

Fall Headcount Enrollment in Occupational Degree Programs



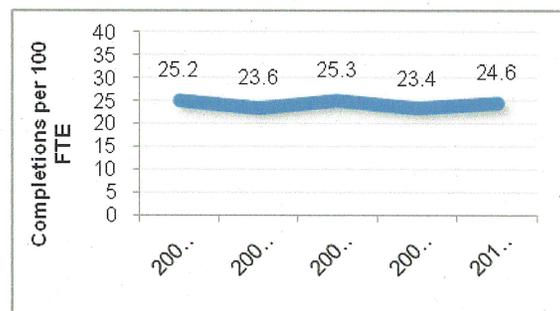
Story behind the baseline:

The number of full-time and part-time students enrolled in over 500 occupational degree programs has increased 12% and 26% respectively over the past five years, largely reflecting changes in the numbers of high school graduates from year to year. Growth in part-time enrollments reflects both an increase in the younger population (ages 18-44) as well as increased unemployment during the economic downturn. The community colleges have also encouraged students to make full use of available financial aid to facilitate enrollment. Increased enrollments have strained faculty resources.

Trend: ▲

How Well Did We Do It?

Associate's Degrees Awarded in Occupational Fields and Completions per 100 FTE Students



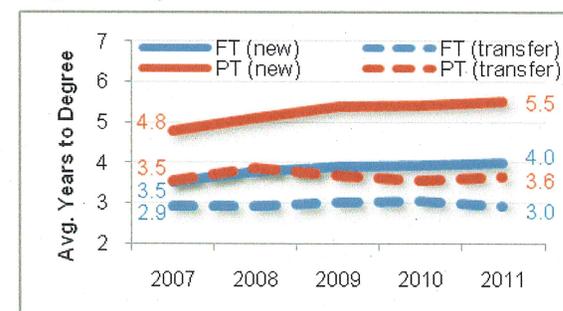
Story behind the baseline:

Associate's degrees awarded in occupational fields represented 61% of all AS completions in 2010-11, and the number of completions has increased 21% over the past five years, reflecting increases in enrollment. The number of completions per 100 FTE students, however, has remained stable, ranging between 23.4 and 25.2 during the period because completions are a function of enrollments. Graduation rates in 4 years for all associate's degree seekers have ranged from 7% for part-time students to 20% for transfer students. Barriers to improving this metric include student preparation and financial resources.

Trend: ◀▶

How Well Did We Do It?

Average Years to Completion of Occupational Degree Programs



Story behind the baseline:

The average time to degree has increased for new students (56% of completers) who entered full-time and part-time by six months and nine months respectively. Average time for students entering as transfer students has remained level during this period. Reasons for the increase and differences are speculative at present. Possible explanations include new students entering with greater needs for remediation, reduced availability of entry-level classes demanded more by new students than transfers, and financial difficulties. Barriers improving this metric also include student preparation and financial resources.

Trend: ▲ [desired trend is down]

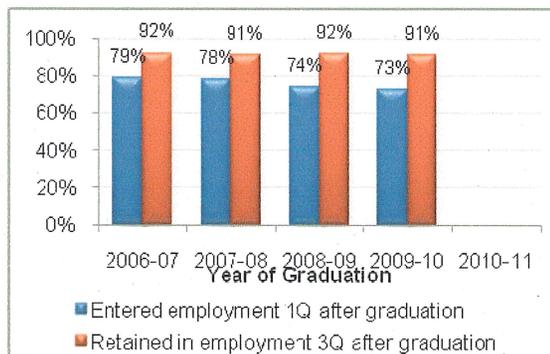
2012 Program Report Card: Occupational Degree Programs (Board of Regents for Higher Education: Community Colleges)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Employment Rates

Community College Graduates Entering Employment in CT and Retained for 6 Months



Includes all degree and certificate completers who are CT residents (~96% of total). Percent retained in employment uses percent employed in Q1 as basis.

Story behind the baseline:

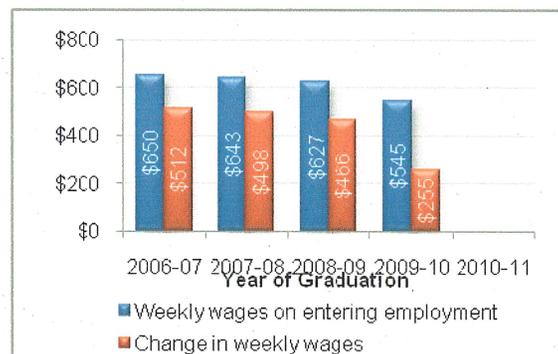
Across higher education sectors, employment rates of graduates tend to decrease as the statewide unemployment rate increases. The downward trend in the indicator reflects deterioration of economic conditions. The proportion of graduates retained in employment has remained stable in the 91-92% range, suggesting that once graduates find jobs, they stay in them at the same rate, despite changes in economic conditions. Renewed relationships under development between the Board of Regents and the Department of Labor under new FERPA regulations finalized on Dec. 3, 2011 will allow for more robust data collection to inform this picture.

Trend: ▼

Is Anyone Better Off?

Average Earnings

Graduates' Avg. Weekly Wages upon Entering Employment and Change in Weekly Wages



Includes all degree and certificate completers who are CT residents (~96% of total).

Story behind the baseline:

Average weekly wages upon entering employment has also declined since 2006-07, as has change in weekly wages. Earlier studies of community college graduates by program have indicated average wages mask large differences by industry. Among the highest average quarterly salaries for the most recent group of graduates, those employed in utilities industries earned \$18,400 and those in manufacturing earned \$13,940. The lowest average quarterly salaries were in retail at \$5,795 and arts, entertainment, and recreation at \$4,765. Industry hiring and distribution of awards will affect the central tendency of this indicator.

Trend: ▼

Proposed Actions to Turn the Curve:

Improving the number of people who complete degrees and prompting more completions to occur closer to 100% of planned program time vs. over 200% of planned program time will be a priority for the new Board of Regents for Higher Education. Because the Board is still in its early stages of formation, it has not considered actions to address these results.

Actions to improve results include:

- 1) development of stronger partnerships between CCs and high schools to reduce college readiness deficits,
- 2) increased opportunities for online learning,
- 3) alignment with workplace competencies identified by employers, and
- 4) better articulation with four-year institutions in the state.

Data Development Agenda:

More effective means to gather data about student employment and earnings are needed as are ways to track students through other higher education systems. These should become more readily available through agreements between the Board of Regents and the Department of Labor allowable under new FERPA regulations that were finalized on December 1, 2011.

- 1) Identify employment outcomes at the unit-record level for completers and non-completers.
- 2) To isolate program effects from environmental effects, determine statistical controls for:
 - a. age/employment experience
 - b. the unemployment rate.

2012 Program Report Card: Job Expansion Tax Credit (Department of Economic & Community Development)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

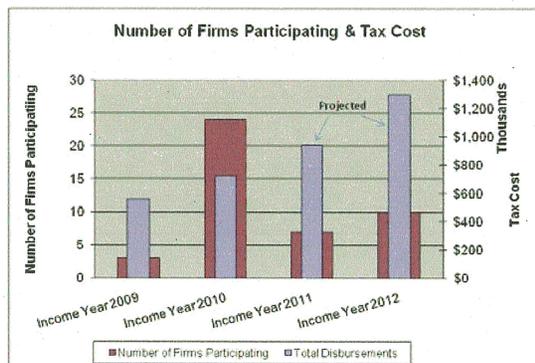
Contribution to the Result: The Job Expansion Tax Credit (JETC) provides a financial benefit to firms in the form of tax credits as they hire workers; it thus contributes to the result by offering incentives for employers to create jobs for Connecticut residents. Over the past three years, the JCTC program has had very low participation; however, we believe the impact on the companies that used the program was positive. In October 2011, the General Assembly passed the Jobs Bill that simplified and updated this program to target certain populations and increase usage.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$721,983	\$0	\$0	\$721,983
Estimated FY 12	\$2,236,163	\$0	\$0	\$2,236,163

Partners: Current: CT Dept. of Labor, Bureau of Rehabilitative Services, CT Dept. of Veteran Affairs, CT Development Authority, CT Innovations, CT Housing Finance Authority, CT Economic Resource Center. Potential Partners: the MetroHartford Alliance, the Fairfield County Business Council, seCTer.

How Much Did We Do?

Measure: Dollar value of tax credit (the tax cost) and number of firms participating.



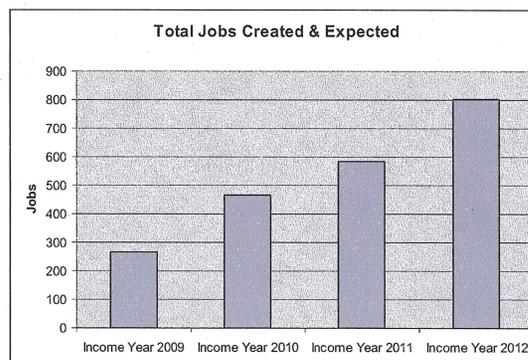
Story behind the baseline:

DECD advertises the JETC on its website and contacts firms to participate in the program. Firms weigh the costs & benefits of participating. DECD conducts an employment review of firms utilizing this credit to determine if they create new jobs in the stated timeframe. DECD uses the CT DoL UI wage records to confirm reported data.

Trend: ▲

Is Anyone Better Off?

Measure: Number of workers hired.



Story behind the baseline:

The JETC program lasts two years for each firm. Each year the firm must submit its job creation record that DECD verifies with CT DoL. DECD tracks the average wages of new jobs and certain demographics under the JETC program (the credit is \$900 per worker if he/she is unemployed or received vocational rehabilitation services and \$500 for anyone else irrespective of their wage). The average tax cost per job created to date is \$1,612.

Firms hire the number of workers they need and may reapply for a JETC as their labor needs change. DECD believes that workers hired under this program are better off because they had no job prior to being hired by the firm awarded the tax credit or, if hired from existing positions, they are better off because of a better fit in the new company, additional wages, etc. We assume firms are better off because their labor costs temporarily decline because of the JETC program.

DECD cannot force employers to focus on a harder-to-serve population (disabled, minority or long-term unemployed) or pay a living wage. DECD does not know if firms would have hired new workers irrespective of the credit.¹ The credit incentivizes hiring workers especially the unemployed, veterans and those receiving vocational rehabilitation services as the statute provides.

Trend: ▲

¹ See the literature review in "An Assessment of Connecticut's Tax Credit and Abatement Programs," available at http://www.ct.gov/ecd/lib/ecd/decd_sb_501_sec_27_report_12-30-2010_final.pdf.

2012 Program Report Card: Job Expansion Tax Credit (Department of Economic & Community Development)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Measure: Number of veterans, unemployed and those receiving vocational rehab hired. This is a measure provided under the new JETC statute. As DECD performs an audit of the new program, it will collect data to establish a baseline and subsequent changes from it.

Story behind the baseline:

DECD is focused on implementing the new law to ensure that it has the desired impact. That includes determining whether the incentive results in additional hiring of the targeted population because of the credits and whether the credits make a difference to employer hiring and economic viability.

Because firms requesting this credit must provide the worker's status, DECD will establish the metric to assess how well the JETC is moving the target groups into employment.

Trend: ◀▶

Proposed Actions to Turn the Curve:

Over the next fiscal year, DECD will partner with quasi-public agencies (CI, CDA, CHFA) and NGOs (e.g., CERC, MetroHartford Alliance, the Fairfield County Business Council, seCTer) to publicize widely its assistance programs and in particular, the Job Expansion Tax Credit. DECD will deploy its newly organized sales and marketing resources to ensure that those Connecticut firms needing this assistance most will know about it and use it to increase employment in the state.

During the October 2011 Special Session, DECD was instrumental in revising the existing programs and legislation passed that streamlined the three job creation tax credit programs into one, called the Job Expansion Tax Credit. The revised program provides increased incentives to businesses that hire from Connecticut unemployment rolls or veterans or individuals receiving vocational rehabilitation services from the Bureau of Rehabilitative Services. DECD expects these changes to increase employment opportunities in Connecticut and improve living wage opportunities for its residents.

Data Development Agenda:

DECD collects information for its annual report from firms receiving DECD assistance. DECD will extract an individual's wage information (if available) to determine the effectiveness of the JETC in establishing a living wage for new hires. Over the next fiscal year, DECD will add questions to its survey to determine whether there is a career path associated with the positions hired and the difference the credit made in the firms hiring decisions and how well DECD performed in administering the credit. DECD will monitor its marketing programs to determine how best to reach firms to take advantage of the JETC. Over the next fiscal year, DECD will survey the literature for best practices regarding job creation incentives and seek to improve the legislation. In the future, DECD will add new metrics to the program to better measure program effectiveness including actual vs. projected new job creation, types of companies using the program and ROI for the state.

2012 Program Report Card: CONNSTEP, Inc. (DECD)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Funding for CONNSTEP is used to offer reasonable rates for services to CT manufacturers and other small businesses. Our services for Continuous Improvement projects identify the areas for waste reduction. This allows companies to operate more efficiently, making them more competitive, financially sound, and able to retain employees. This further results in opportunity for growth projects, which CONNSTEP also offers, allowing expansion, new technology and the potential for new jobs.

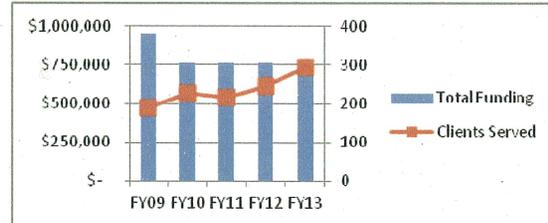
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$ 760,000	\$1,027,489	\$623,111	\$2,410,600
Estimated FY 12**	\$ 760,000	\$1,027,489	\$643,111	\$2,430,600

**State funding proposal pending approval

Partners: CBIA, New Haven Manufacturing Assoc., Manufacturing Alliance of CT, CT Manufacturing Coalition, CT Agencies including: DOL, CDA, CTC, SBIR, CI and OWC, as well as State Universities and Community Colleges.

How Much Did We Do?

Clients Served



Year	Total Funding	Clients Served	State Funding per Client
FY09	\$950,000	188	\$ 5,053
FY10	\$760,000	227	\$ 3,348
FY11	\$760,000	215	\$ 3,535
FY12	\$760,000	245	\$ 3,102
FY13	\$760,000	295	\$ 2,576

Story behind the baseline:

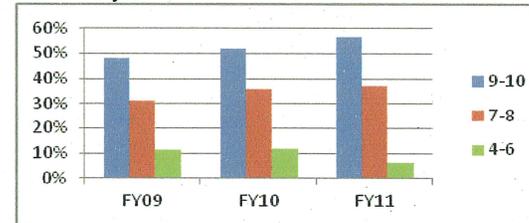
Programs are reaching a broader base of client company types. Quality division's audit and training services are increasing due to the revision of the international quality standards.

There is a conflicting trend. Client served trend is up, but value of service provided to client will erode with flat funding level.

Trend: ◀▶

How Well Did We Do It?

How likely is a client to recommend services:



Customer Ratings	FY09	FY10	FY11
9-10	48%	52%	57%
7-8	31%	36%	37%
4-6	11%	12%	6%

Story behind the baseline:

Per independent third party survey required by Federal Funding source.

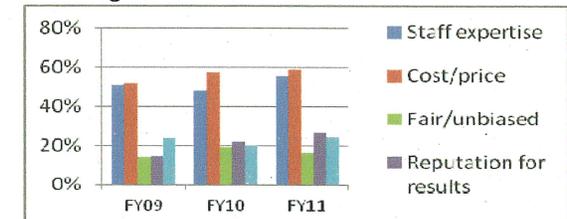
Satisfied customers are more likely to make recommendations to their network.

Trend shows increase in client satisfaction and thus likelihood of recommending CONNSTEP to others.

Trend: ▲

How Well Did We Do It?

Two most important factors for the client choosing to work with CONNSTEP:



Factors in Decision	FY09	FY10	FY11
Staff expertise	51%	48%	55%
Cost/price	52%	57%	59%
Fair/unbiased	14%	19%	17%
Reputation for results	15%	22%	27%
Industry Knowledge	24%	20%	24%

Story behind the baseline:

Per independent third party survey.

Cost is a growing factor to customers as is staff expertise. Positive response to the criteria assist CONNSTEP with internal staff development and alignment of program services and their pricing.

Trend indicates client motivators are being addressed appropriately.

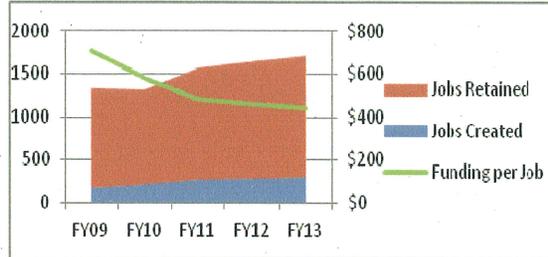
Trend: ▲

2012 Program Report Card: CONNSTEP, Inc. (DECD)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Jobs Created or Retained



Year	Jobs	Funding Per Job
	Created or Retained	
FY09	1,338	\$710
FY10	1,319	\$576
FY11	1,576	\$482
FY12	1,654	\$459
FY13	1,720	\$442

Story behind the baseline:

Historical values from independent third party survey required by Federal Funding source.

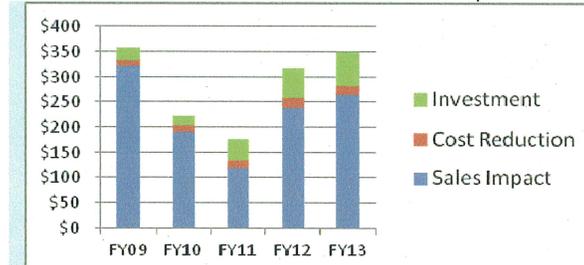
The graph reflects the percentage of created versus retained jobs against funding. Our program is mainly focused on adding knowledge to currently employed staff. As companies become more efficient and competitive through training, new jobs are added, but that is not the largest focus of our program.

Trend is in line with state and national projections.

Trend: ▲

Is Anyone Better Off?

Sales, Cost Reduction and Investment Impacts



Financial Impacts (Millions)

Year	Sales Impact	Cost Reduction	Investment	Total Impact
FY09	\$ 323	\$ 11	\$ 24	\$ 359
FY10	\$ 192	\$ 12	\$ 18	\$ 221
FY11	\$ 119	\$ 16	\$ 41	\$ 177
FY12	\$ 240	\$ 18	\$ 60	\$ 318
FY13	\$ 265	\$ 18	\$ 66	\$ 349

Story behind the baseline:

Impact data per independent third party survey.

Clients with improving product quality are more attractive in the supply chain increasing sales. Reducing costs including energy makes pricing more competitive and opens potential to go into new markets. New markets and general growth in sales allows companies to contemplate plant investments.

Positive impacts correlate with financially sound clients staying in business, remaining competitive and retaining jobs.

Trend reflects recent strong upward growth in Sales impacts. Expected to increase due to quality standard implementations and new market penetration.

Trend: ▲

Proposed Actions to Turn the Curve:

As we provide our services to reach more clients, additional funding is necessary to prevent the need to increase fees charged to clients. Case to be proposed to legislators and partners.

Upward trend in customer satisfaction and value in services is integrated in our long-term strategic plan. To sustain and increase this trend, an in-depth marketing intelligence program is continuous to identify client needs, resulting in directed internal training and program development such as our Green Collar Training and Lean Leadership programs.

Developing programs for other businesses and market sectors (i.e. healthcare, state and city/town government) based on established principles in Lean manufacturing. This will increase our clients served and jobs retained.

Data Development Agenda:

As CONNSTEP develops new programs for growth and innovation strategies, consideration will be given to tracking measures. These results are longer in term than point of service events which are quantifiable. This will become part of our balanced scorecard in conjunction with quantifiable measures.

2012 Program Report Card: Residential Work Release – Department of Correction

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

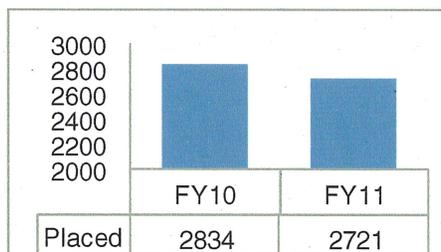
Contribution to the Result: Placing offenders in halfway houses allows us to supervise them in a controlled setting, while halfway house staff and other agencies provide job readiness, job-finding, and job retention services. Job readiness includes acquiring identification, securing clothing, and preparing for interviews. Job-finding entails matching the offender to existing job openings that fit his or her needs. Job-retention includes coaching the offender when they encounter challenges or when they are discouraged.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$19,142,673.00	\$0	\$0	\$19,142,673.00
Estimated FY 12	\$19,142,673.00	\$0	\$0	\$19,142,673.00

Partners: Connection, CT Renaissance, Neon, Perception, Department of Mental Health and Addiction Services, Department of Social Services, Department of Labor, Board of Pardons and Paroles, University of Hartford, University of Connecticut, local city and town governments, local colleges and universities, business community, other non-profit agencies, and other state agencies. In addition, the work release halfway houses help offenders access services from DOC contracted non-residential services and many services that are not under contract. These include behavioral health, employment, and housing related services.

How Much Did We Do?

Number placed in work-release halfway houses.



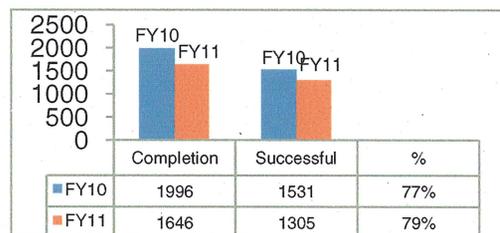
Story behind the baseline:

There was a 4% reduction in the number of individuals placed in work-release (113). This small decline is explained by a small increase in the length of stay (FY10: 144 days and FY11: 146 days) and a 1% reduction in utilization (FY10 97% and FY11 96%). We think this reflects normal fluctuation and not a true trend.

Trend: ◀▶

How Well Did We Do It?

Percentage of successful completions



Story behind the baseline:

Successful completion rates in 2010 ranged from 56% to 94% within the halfway house programs with a variance of 38%. In 2011, the completion rates ranged from 68% to 93% within the halfway house programs with a variance of 25%. This reflects a more consistent and improved outcome. However, the FY11 variance suggests we have room for improvement. Although we have analyzed some data to determine possible factors, thus far we do not have a definitive answer. One possibility relates to differential rates of resources that halfway houses have.

Trend: ▲

How Well Did We Do It?

Average agency employment rate

FY	Served	Employed	Percentage
2011	2151	1205	56%

Story behind the baseline:

This is a new data element we have added for FY11. "Served" refers to the numbers who had completed orientation and who were not in a training or treatment program.

In 2011, there was a range from 18% to 100% within the halfway house programs with a variance of 82%. This large variance may reflect a data problem or a lack of consistency in practice. Other possible explanations for this variance may include different unemployment rates for different geographical areas, presence of an employment specialist on staff, and the number and variety of employers to which agencies can regularly refer clients.

Trend: N/A

2012 Program Report Card: Residential Work Release – Department of Correction

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Percentage with stable housing

FY	Successful Completion	Housed	%
2011	1305	1281	98%

Story behind the baseline:

This data element was first available in FY11. In 2011, stable housing ranged from 83% to 100% within the halfway house programs with a variance of 17%. The denominator in this measure is those clients who successfully discharged from the program. Unsuccessful outcomes were those who were discharged to a shelter with no case management or discharged with no housing.

The high proportion of successful outcomes reflects the success that our non-profit partners, DOC Parole and Community Service staff, and other state agencies have in placing offenders in appropriate housing.

Trend: N/A

Is Anyone Better Off?

Average bank account balance

FY	Eligible	Average
2011	1188	\$928.35

Story behind the baseline:

This data element was first available in FY11. There was a range in savings from \$200.00 to over \$1500.00 within the halfway house programs. Thirteen of the twenty-five halfway houses had an average savings of over \$1000.00.

It is clear that most of the halfway houses are doing a good job of helping offenders save money in preparation for release from the halfway house. We need to investigate the much lower savings in other halfway houses.

One possibility to explain the variation is that in some halfway houses, the hourly rate of pay to employed inmates is different. There is a direct relationship between rate of pay and savings. Rate of pay information will start to be collected on January 1, 2012.

Trend: N/A

Proposed Actions to Turn the Curve:

Service variability should be informed by and improved by a process evaluation currently underway. Two years ago a Program Fidelity Model for halfway houses was created based on a research review, which included an audit tool. This model includes a number of low-cost or no-cost approaches that have been shown to improve outcomes. Examples include assisting offenders to engage in pro-social activities, utilizing motivational interviewing, and utilizing CBT principles. This process became de-railed due to facility population pressures, as well as financial constraints. Since then, the Department of Correction contracted with the University of Hartford and Connection, Inc., to undertake a process evaluation designed to identify implementation challenges that we have encountered and corrective actions that can be taken.

We are in the process of adding an audit team that will be in place by February 1, 2012. The audit team will be responsible for quality assuring the Program Fidelity Model. We fully expect improvements in completion rates, employment rates, and savings rates.

In mid December the DOC made “seed money” available for agencies to hire an Employment Specialist. We estimate that if successful, income generated by increased employment income will cover the future cost of the individual salary beyond the year the seed money will be available.

We need to collect data that better addresses “financial self-sufficiency.” On January 1, 2012 we will begin to collect information on the number of hours worked and hourly wages. In addition, we will collect information on the proportion of individuals with “financial self-sufficiency plans.” We expect to have the first quarterly report available May 1, 2012.

Data Development Agenda:

Regarding employment rates we recently resent information to providers regarding how employment figures should be calculated. We have reason to believe part of the variance is due to inconsistency in data calculation. Following the communication to providers, the Parole and Community Services will conduct an audit.

2012 Program Report Card: Adult Education (Connecticut State Department of Education)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Adult education programs enhance the employment opportunities of its adult learners by helping them to: increase their literacy and numeracy skills; attain a high school diploma; and/or improve their English language abilities.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$20,699,679	\$5,852,217	\$18,754,625	\$45,306,521
Estimated FY 12	\$20,853,667	\$6,043,895	\$19,221,625	\$46,119,187

Partners: Departments of Labor and Social Services, CT Employment and Training Commission, Workforce Investment Boards, One-Stop Operators, Employers.

How Much Did We Do?

1. Number of learners enrolled in adult education.

	2007-08	2008-09	2009-10	2010-11
ABE	4,515	4,744	4,573	4,479
ASE	11,812	12,061	11,834	10,699
ESL	14,299	14,380	14,836	13,361

Story behind the baseline:

About 30,000 learners participate voluntarily in adult education programs each year to increase their literacy and numeracy skills, attain a high school diploma, and/or improve their English language abilities. They exhibit a wide variety of educational backgrounds and levels. Three instructional programs, as outlined in Connecticut General Statutes, help learners achieve their goals:

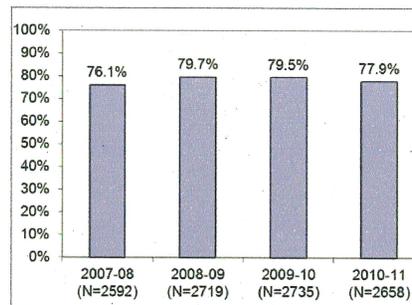
1. Adult basic education (ABE) programs serve learners with acute deficiencies in reading, writing and/or mathematics. These programs prepare learners for secondary level instruction and enhance other life (e.g. family, financial and health literacy) and work outcomes.
2. Adult secondary education (ASE) programs help learners to attain a high school diploma through three pathways.
3. English-as-a-second language (ESL) programs assist individuals with severe limited English proficiency to improve their English language skills in order to find or maintain employment, attain citizenship, become more involved with their children's schooling and make greater use of community resources.

FY 2010-11 is the first year since the 1990s that such a decline was evidenced, especially in ASE and ESL. The Department is researching whether this is an anomaly or a new baseline.

Trend: ◀▶

How Well Did We Do It?

2. Percent of learners in ABE programs who exhibit progress from pre- to post-assessments.



Story behind the baseline:

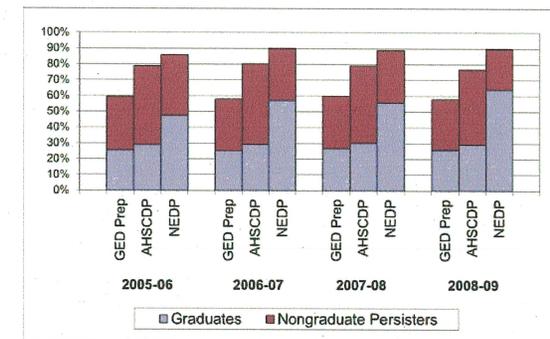
ABE learners are administered a pre-test in reading, writing and/or math at entry and instructed in the area(s) needing improvement. Learners who attend sufficient hours are also administered a post-test. A majority of these ABE learners demonstrate progress. Since learners participate voluntarily, not all are post-tested. Connecticut's post-test rate in ABE of 60% exceeds the national average by about six points.

ABE classes typically offer low intensity of instruction (i.e. four to six hours a week). In order to attend sufficient hours and make progress, learners must persist over a longer duration. However, family and employment responsibilities make it difficult for them to sustain consistent participation over an extended period. Support services (e.g. transportation, childcare) that can help learners to overcome barriers are not widely accessible. Classes that offer greater weekly intensity are proven to result in more learners attending more hours, but the availability of intensive classes is limited.

Trend: ◀▶

How Well Did We Do It?

3. Percent of learners in ASE programs who graduate in the fiscal year or persist in a future fiscal year.



Story behind the baseline:

Connecticut offers three pathways for adult learners to attain a high school diploma: (i) prepare for and pass the General Educational Development (GED) tests; (ii) earn credits toward an adult high school diploma (AHSCDP); and (iii) demonstrate 100% mastery on the National External Diploma Program (NEDP) assessments. About 4,000 learners earn their diploma annually. Learners in the AHSCDP and the NEDP graduate or persist at higher rates than those in GED preparation. CSDE studies indicate that graduates from these pathways achieve comparable postsecondary and employment outcomes. Since each pathway utilizes a different educational approach, expanding access will enable more learners to engage in a pathway that provides the greatest likelihood of success based upon their educational backgrounds and learning styles. To allow a minimum "look-forward" window of two years, the last year of data presented is 2008-09.

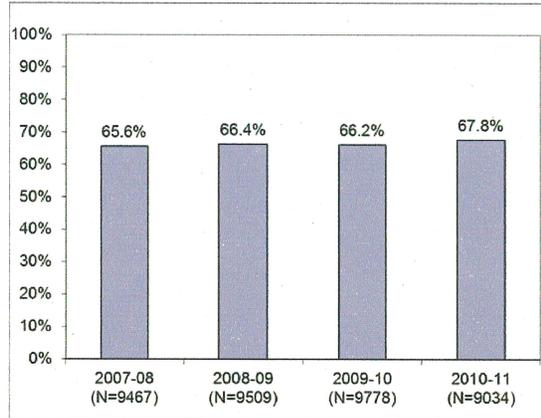
Trend: ◀▶

2012 Program Report Card: Adult Education (Connecticut State Department of Education)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

How Well Did We Do It?

4. Percent of learners in ESL programs who exhibit progress from pre- to post-assessments.



Story behind the baseline:

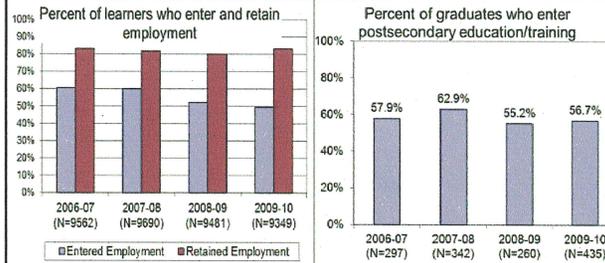
ESL learners are administered a pre-test in reading, writing and/or listening at entry and instructed in the area(s) needing improvement. Learners who attend sufficient hours are also administered a post-test. A majority of these ESL learners demonstrate progress; this performance has evidenced a statistically significant increase over the past four years. Since learners participate voluntarily, not all are post-tested. Connecticut's post-test rate in ESL of 68% exceeds the national average by about five points.

ESL classes typically offer low intensity of instruction (i.e. four to six hours a week). In order to attend sufficient hours and make progress, learners must persist over a longer duration. However, family and employment responsibilities make it difficult for them to sustain consistent participation over an extended period. Support services (e.g. transportation, childcare) that can help learners to overcome barriers are not widely accessible. Classes that offer greater weekly intensity are proven to result in more learners attending more hours, but the availability of intensive classes is limited.

Trend: ▲

Is Anyone Better Off?

5. Percent of learners who attain employment and postsecondary outcomes.



Story behind the baseline:

Employment Outcomes

The entered employment rate has declined while the retained employment rate has remained steady. The current economic climate may make it more likely for an employed individual to hold on to his/her job than for an unemployed individual to find one. Though adult education is foremost an educational program, data in the Legislative Report Card illustrate that the employment outcomes evidenced by adult education participants are comparable to those achieved by individuals in programs focused solely on employment.

Postsecondary Outcomes

The postsecondary entrance rate has remained at about 57 percent. Most enroll in either a two-year college or a training program. In tough economic times, graduates may choose to delay the financial commitment necessary to pursue further education and instead focus on procuring or maintaining employment. Results for 2010-11 will be available by December 31. These data are a proxy; they do not represent all adult education graduates but only those with the goal to enter postsecondary which conforms to the current federal reporting requirement.

Trend: Entered Employment ▼

Trend: Retained Employment ◀▶

Trend: Postsecondary Entrance ◀▶

Proposed Actions to Turn the Curve:

- Analyze enrollment in FY 2011-12 along with updated Census data regarding need for adult education to identify action steps. (*Measure 1*)
- Require greater intensity for classes in order to increase learner attendance. (*Measures 2 and 4*)
- Encourage programs to partner with local agencies to leverage the provision of support services. (*Measures 1-5*)
- Continue to expand access to all three secondary school completion options. (*Measure 3*)
- Expand integrated basic education and skill training (I-BEST) opportunities for learners: an evidence-based, model that accelerates learning gains and industry credential attainment for low-skilled learners. (*Measures 2-5*)
- Expand participation of AHSCDP and GED learners in the CT Adult Virtual High School online courses to breakdown space/time barriers to learning and increase attendance. (*Measure 3*)
- Continue the delivery of professional development using evidence-based approaches that promote high-quality curriculum and instruction that are aligned to standards and assessment. (*Measure 1-5*)
- Increase awareness of career pathways, especially among adult education workforce grant recipients. (*Measure 5*)
- Continue to support programs that help learners transition from adult education to postsecondary education/training. (*Measures 3-5*)

Data Development Agenda:

- Explore strategies to ascertain the **complete** postsecondary outcomes of **all** adult education graduates (*note:* National Student Clearinghouse does not contain enrollment information from occupational training institutions). (*Measure 5*)

2012 Program Report Card: Alternative in the Community - Employment Services (Judicial Branch)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: To reduce offender long-term recidivism by introducing and developing the skills necessary for clients to both obtain and retain employment. Employment provides pro-social and structured activity that reduces offender risk of recidivism. The employment program teaches the clients how to be a productive employee by introducing key concepts crucial to meeting the employer's needs and encouraging career growth.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$1,500,000	\$0	\$0	\$1,500,000
Estimated FY 12	\$1,500,000	\$0	\$0	\$1,500,000

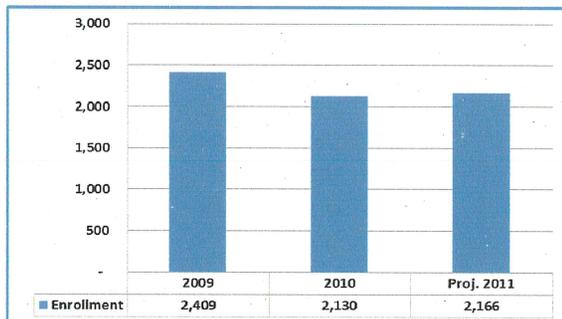
(Employment Services is one of many services offered at the Alternative in the Community. The total FY12 AIC funding, as determined by the Judicial Branch, is \$18,665,096)

Partners: Private non-profit providers, Criminal Justice officials, Businesses, Department of Labor and associated local programs, Families, Education providers

How Much Did We Do?

Number Enrolled in Employment Services

2009-2011



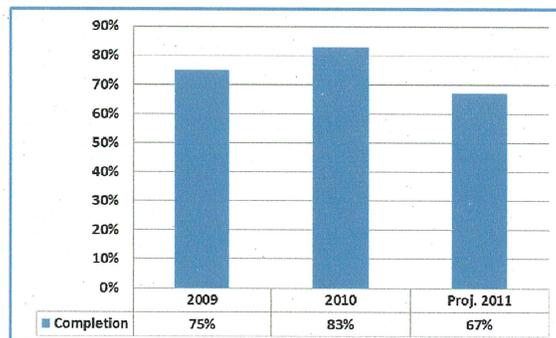
Story behind the baseline: The number of persons referred for employment services at the AIC has remained steady from FY09 through FY11. There was a slight decline during 2010 as the AIC model underwent a competitive bid process that saw turnover in 5 locations that limited referral capacity during the transition. Factors impacting this measure include the number of unemployed clients who are appropriate for AIC services and ability to address other mitigating factors that act as barriers to employment. We expect an increase in referrals due to a CSSD policy change mandating that probation officers refer all unemployed clients to employment services as well as updates to CSSD case plan.

Trend: ◀▶

How Well Did We Do It?

Percent Completing Employment

Services Group, 2009-2011

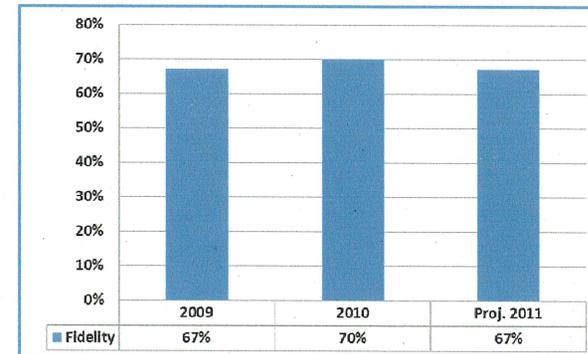


Story behind the baseline: The decline in completion rate occurred in 2011 when the employment services program was enhanced from a four session curriculum to a nine session curriculum and a job development component. The new employment services group is a more robust and longer employment services group that includes focusing on improved communication skills in the workplace, dealing with conflict, teamwork, employer expectations, and personal growth. While the trend has been downward and is below CSSD's goal of 75 percent, the curriculum now appropriately reflects the needs of the business community.

Trend: ▼

How Well Did We Do It?

Provider Proficiency (Quality Assurance), 2009-2011



Story behind the baseline: This performance measure is determined by measuring the employment specialist's ability to deliver the employment services curriculum with fidelity to the curriculum as well as the staff's ability to motivate clients. Research has demonstrated that by delivering group interventions with a high proficiency results in better outcomes. The current data demonstrates a slight downward trend in proficiency and is below our goal of 80%. This trend is consistent with the transition of a new enhanced nine session curriculum that was introduced in FY11 which required all AIC employment specialists to be trained on the new curriculum.

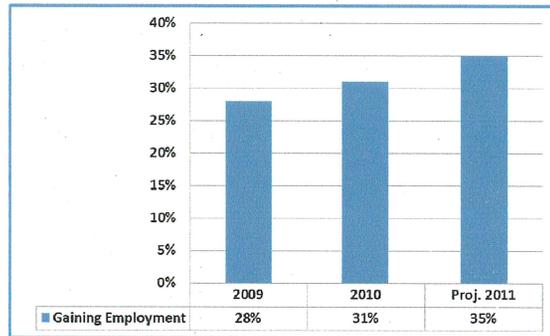
Trend: ◀▶

2012 Program Report Card: Alternative in the Community - Employment Services (Judicial Branch)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Percent of Employment Services Group Completers Gaining Employment, 2009-2011

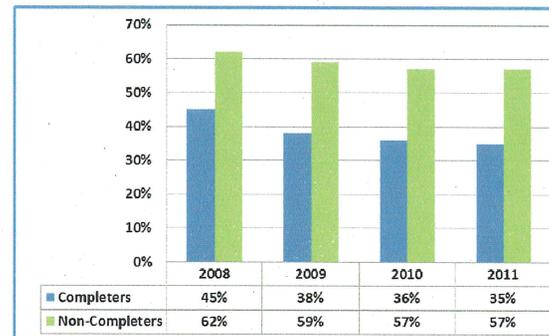


Story behind the baseline: This performance measure examines the rate at which clients who complete the Employment Services Group (performance measure #2) obtain employment prior to discharge from the AIC. Despite the economic downturn this measure has continuously improved from 2009 through 2011 due to an enhanced employment services group, refocusing of individual client job development efforts, and job development in the community by establishing relationships with local employers.

Trend: ▲

Is Anyone Better Off?

12-month Rearrest Rate for Completers 2008-2011



Story behind the baseline: This performance measure examines the rate at which clients who complete AIC services are re-arrested within 12 months of intake. A 2004 study of AIC's by the CT Legislative Program Review and Investigations Committee (LPRIC) showed a recidivism rate of 44 percent for AIC participants. Since 2007 the trend remains positive and reflects an 9 percentage point reduction in recidivism reported by the LPRIC and a one percentage point from 2010.

Trend: ▲

Proposed Actions to Turn the Curve: No-Cost/Low-Cost Actions

- Engage AIC job developers in process improvement initiatives to increase completion rates;
- Connect AIC employment staff with local CT Works centers statewide and continue to collaborate with regional Workforce Development Boards;
- Implement job development training for the AIC employment staff to aid them in effective relationship building within the employer community;
- Explore opportunities for collaboration with the Office of Workforce Competitiveness and Department of Labor, including participation in the CT Jobs legislation recently passed that will provide subsidies to employers for hiring unemployed persons;
- Develop an inventory of the tools available towards helping CSSD's population gain employment; and
- Develop relationships with employers in the community and meet with organizations such as area Chambers of Commerce to explore other possibilities of increasing awareness of the labor pool our client population represents.

Data Development Agenda:

- Collaborate with the Department of Labor to establish a data exchange protocol for tracking longer-term employment retention and average earnings, with a potential comparison to the Connecticut Self-Sufficiency standard

2012 Program Report Card: Care 4 Kids – Department of Social Services

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Care 4 Kids is designed to subsidize child care expenses to allow low income working families and families receiving Temporary Family Assistance to work and participate in Jobs First Employment Services Program to transition off assistance and choose quality child care.

Program Expenditures	State Funding	Federal Funding*	Total Funding
Actual FY 11	100,930,232		100,930,232
Estimated FY 12	97,598,443		97,598,443

*The state receives federal reimbursement. In FY 11, \$36.5 million was received in federal dollars. It is estimated that in FY 12, the state will receive \$34.1 million in federal dollars.

Partners: United Way of Connecticut, Departments of Children and Families, Public Health, Emergency Services and Public Protection

How Much Did We Do?

Families Served – monthly average number of families employed and in training.

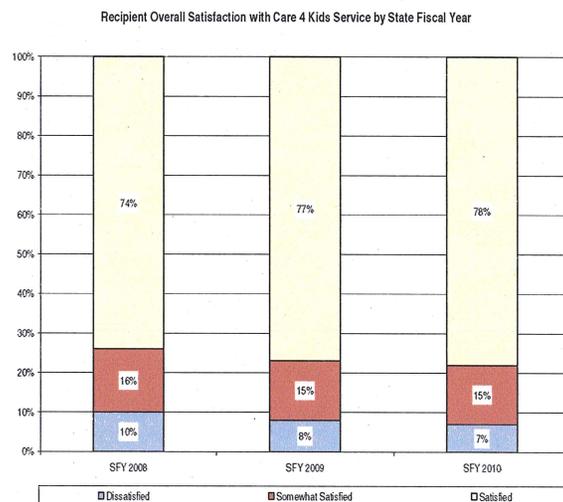


Story behind the baseline: Low and moderate-income families who are working and at risk of becoming eligible for TFA, teen parents who are attending high school, and families receiving TFA who are participating in an approved training program, working, or have recently transitioned off of TFA continue to receive assistance, within available resources. However, the demand for child care assistance continues to increase due to the high cost of quality care and the lack of growth of family income needed to cover child care expenses.

Trend: ◀▶

How Well Did We Do It?

Families' experience – family response to yearly satisfaction survey.



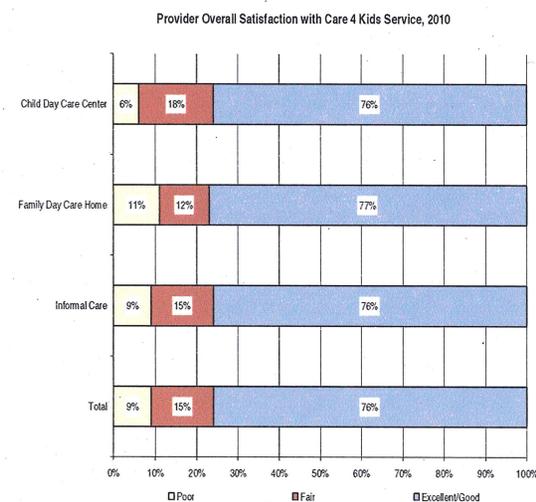
Story behind the baseline:

Independent yearly survey covers all aspect of program operations, from responsiveness to ease of gaining and maintaining program eligibility. Complaints often center on need for higher reimbursement rate or change in program eligibility to allow higher income families to participate.

Trend: ◀▶

How Well Did We Do It?

Providers' experience – provider response to yearly satisfaction survey.



Story behind the baseline:

Independent yearly survey captures how well the program works for the variety of child care providers who care for children that receive Care 4 Kids assistance. Approximately 90% of the providers surveyed rate service as fair to excellent. This has been a consistent finding for the past few years. Most complaints pertain to the need for higher reimbursement.

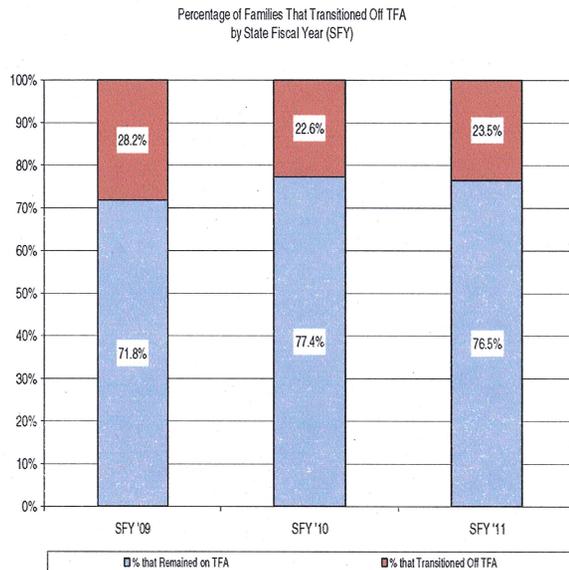
Trend: ◀▶

2012 Program Report Card: Care 4 Kids – Department of Social Services

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Families that Transitioned Off Temporary Family Assistance – percentage of families on TFA and those that transitioned off TFA because of increased income



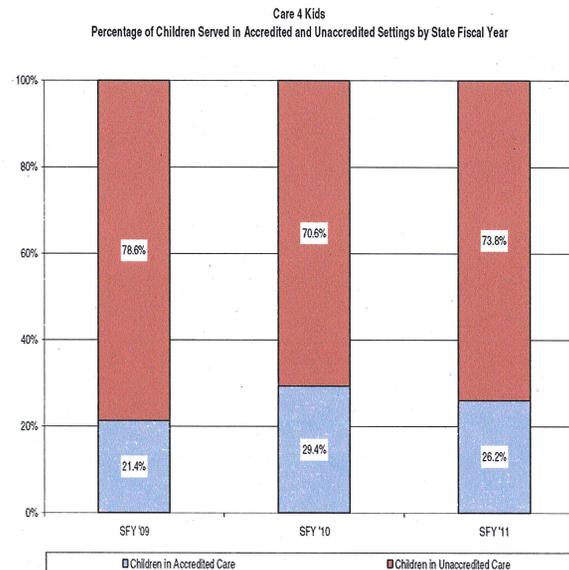
Story behind the baseline:

Working families that transition off of TFA still need ongoing financial assistance to meet their child care expenses. Care 4 Kids is designed so that as family income increases the family share of the child care expense also increases and less public funds are needed. This is a wise investment of public funds and eventually ends when the family becomes self-sufficient.

Trend: ◀▶

Is Anyone Better Off?

Children in Accredited Programs – percentage of children enrolled in accredited and unaccredited care programs



Story behind the baseline:

Families are encouraged to choose quality settings when possible and national accreditation is an indicator of quality. CT has one of the highest % of accredited child care centers in the U.S. unfortunately, there are few accredited family day care homes and there are no accreditation programs for kith/kin providers which also receive Care 4 Kids assistance.

Trend: ◀▶

Proposed Actions to Turn the Curve:

Collecting Information

- Identify other DSS funds to support family day care homes to become accredited
- Identify other DSS funds to support kith and kin providers to attend training and education workshops on order to enhance their early childhood development skills.
- Collaborate with Department of Labor to expand opportunities for TFA clients to obtain jobs and transition off TFA cash assistance.
- Work with the Care 4 Kids program administrator to increase the number of highly satisfied parents and providers

Data Development Agenda:

Analyze the percentage of eligible working families in the state that could be eligible for Care 4 Kids assistance to determine if funding levels and outreach efforts are sufficient. Determine if the percentage of low-income families using unlicensed care settings is comparable to the number of non low-income working families using unlicensed care settings. If there are differences, determine the cause – is it parental choice, cost, insufficient supply of licensed settings, other. The department plans to develop new reporting variables such as the length of stay while receiving TFA and Care 4 Kids.

2012 Program Report Card: Incumbent Worker Training (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency

Contribution to the Result: The CTDOL and the five Regional Workforce Investment Boards partner to leverage state and federal funds to provide employers assistance with skills upgrading for their existing workforce in order to promote competitiveness and increased earnings.

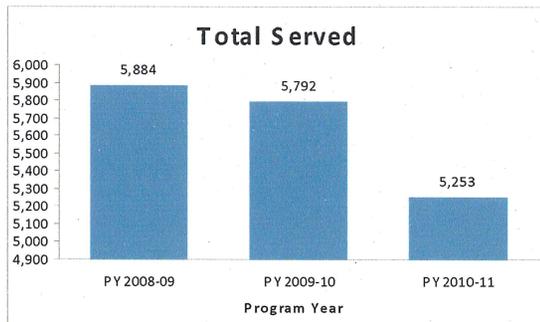
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual PY 09*	1,420,00	289,368	2,148,218	3,857,586
Actual PY 10*	855,000	703,391	350,000	1,908,391
Actual PY 11*	877,500	703,391	372,500	1,953,391

Partners: Workforce Boards – together with CTDOL Business Services units engage employers; Community Colleges – provide training courses as well as private vendors; Adult Education – provide literacy courses

* PY - Program funds are expended on a Program Year (PY) Basis – July 1 to June 30 of the following year.

How Much Did We Do?

Number of Participants Served



Story behind the baseline:

The incumbent worker training is designed to train currently employed workers to increase their capability keeping their employers competitive, keeping them employed, and upgrading skills to increase wages competitiveness. Over the time period depicted above, an increase in numbers served is due to an increase in leveraging of federal WIA funding. This trend will begin to decline since the funding available for use from both the state and federal levels has been dramatically reduced.

Trend: ▼

Rev. 4 (10/17/11)

How Well Did We Do It?

Employer/Trainee satisfaction



Story behind the baseline:

Customer satisfaction in the past has been collected through the use of surveys with participating employers and workers. Overall the program has been well received and scores have averaged 8.36 for trainee satisfaction and 8.84 for employer satisfaction where a value of 10 was considered excellent. The data capturing for this program has lapsed due to the attrition of staff from the Performance Measurement unit; however the agency recognizes that this data is invaluable to telling the story of the importance of a comprehensive Incumbent Worker Training program.

Trend: ◀▶

Trend Going in Right Direction? ▲ Yes; ▼ No; ◀▶ Flat/ No Trend

Is Anyone Better Off?

Employee Retention rate

Insufficient Data to Create Graph

Story behind the baseline:

Employee retention has been tracked in the past to determine the success of the training provided and the impact on the existing workforce. Past tracking has demonstrated a greater than 95% retention rate in the first quarter after training and greater than 90% retention rate nine quarters after training for all participants. As part of the retention data gathering, wage data was also reviewed and showed that average annualized wage based on the 3rd quarter after training completion was \$52,706 and for the 9th quarter after training completion the averaged annualized wage was \$54,637, a 4% increase.

Trend: N/A

2012 Program Report Card: Incumbent Worker Training (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency

Proposed Actions to Turn the Curve:

We will provide more flexibility in the employer match by permitting the use of a sliding scale based on the size of the business, given the current state of the economy and the recognition that IWT is an important strategy for economic recover.

Traditionally, the IWT funds have been targeted to the healthcare and manufacturing industries.

Due to the current economic environment, we will allow the use of IWT funds in other industries as well, as long as the funding aligns with the local area's strategic plan. Among the no/low cost actions is to focus on training for green jobs and other strategic priority industries designated by the Governor and his department of economic development. Also we will encourage greater leveraging of dollars with local Workforce Board formula WIA funds.

The last, no/low-cost action is that we will coordinate the delivery of employer services more with Local Workforce Boards – continue to reduce overlap where it may currently exist.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The Employment and Training Division has realigned and a Performance and Accountability unit has been created and will dedicate a number of staff to performance reporting.

In order to illustrate the positive impacts of an Incumbent Worker Training program, we will need to reinstitute the data capturing system that previously collected information on measures of employee and employer satisfaction, training completion, and retention rates for employees who successfully completed training through the program.

2012 Program Report Card: Jobs First Employment Services Program - Department of Labor

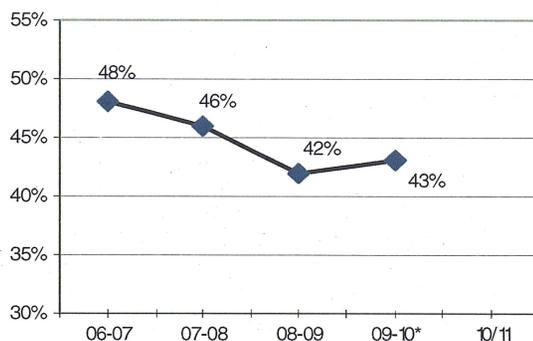
Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to Result: Jobs First Employment Services provides employment services such as case management, job search assistance, vocational education, subsidized work experience, adult basic education and support services to families in receipt of time-limited Temporary Family Assistance (TFA).

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$17,557,585	0	0	\$17,557,585
Estimated FY 12	\$17,741,841	0	0	\$17,741,841

Partners: CT Departments of Labor, Social Services and Education, Bureau of Health/Nutrition Family Services and Adult Education; Five Regional Workforce Investment Boards and numerous contracted service providers.

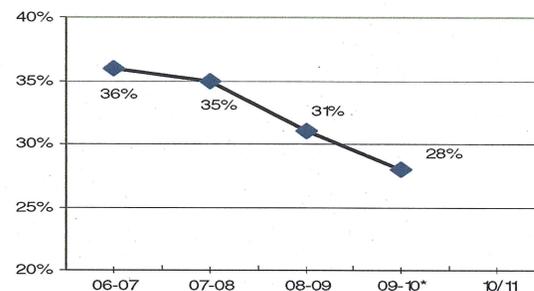
Performance Measure 1: Number of participants to obtain employment during the State Fiscal Year



Time Period SFY	Caseload	Obtained Employment	
		#	% of Caseload
2006-07	16,272	7,724	48%
2007-08	15,915	7,264	46%
2008-09	16,704	7,047	42%
2009-10*	11,713	4,983	43%
2010-11	16,490		

Story behind the baseline: The majority of the JFES families are single parents with multiple, serious barriers to participating in the program and becoming employed (e.g., lack of access to transportation, lack of child care or funds to pay for child care, no high school diploma or GED, no work history, non-English speaking, unstable housing, health and/or behavior health issues.) Performance is impacted by reduction in program funding translating to higher case managers' caseloads and fewer quality services such as vocational education and subsidized employment. Trend ▼

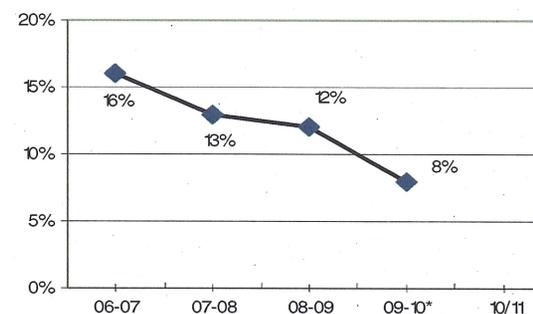
Performance Measure 2: Number of participants and percentage of JFES caseload to obtain employment with wages higher than the cash benefit that they receive during the State Fiscal Year



Time Period SFY	Caseload	Wages Above TFA	
		#	% of Caseload
2006-07	16,272	5,932	36%
2007-08	15,915	5,638	35%
2008-09	16,704	5,194	31%
2009-10*	11,713	3,334	28%
2010-11	16,490		

Story behind the baseline: JFES case managers develop individualized employment plans that help participants obtain employment before the end of their 21-month time limit. If at the end of the 21-month time-limit participants are earning \$90 more than their cash benefit amount, they are not eligible for an extension and their eligibility for JFES services ends. Federal TANF work participation and verification requirements that became effective in SFY 2006 and 2007 consume program resources making it more difficult for case managers to focus on resolving barriers to more lucrative jobs. Trend ▼

Performance Measure 3: # of participants and % of JFES caseload to obtain employment with wages higher than the federal poverty level for their family size during the State Fiscal Year



Time Period SFY	Caseload	Wages Above FPL	
		#	% of Caseload
2006-07	16,272	2,594	16%
2007-08	15,915	2,105	13%
2008-09	16,704	1,961	12%
2009-10*	11,713	897	8%
2010-11	16,490		

Story behind the baseline: The recession has made it more difficult for a single parent who lacks a high school diploma, marketable skills, work history, child care and reliable transportation to obtain a job when competing with the skilled and experienced unemployed. To increase the number of JFES participants obtaining jobs with wages that are higher than the federal poverty level (FPL), JFES provides vocational skills training opportunities within funding limits. Once a family's income exceeds the FPL, which is far less than the self-sufficiency standard, eligibility for JFES services ends. Trend ▼

2012 Program Report Card: Jobs First Employment Services Program - Department of Labor

Proposed Actions to Turn the Curve:

- Incorporate the attainment of a secondary education credential into the JFES program operating principles for developing individual plans for finding and retaining employment.
- Continue to coordinate with other programs and agencies to maximize existing resources such as leveraging training vouchers through the Workforce Investment systems, adult basic education and ESL classes through local adult basic education programs and specialized employment services through the Bureau of Rehabilitation Services.
- Implement a standardized JFES employment assessment tool and process.
- Within appropriations continue to provide training to front line case managers and job developers on the latest approaches to service delivery and on the resources available to assist JFES customer to overcome barriers to employment.

Data Development Agenda:

- Shift the focus of performance measurement of contractors from the federal TANF Work Participation Requirements to the quality of employment outcomes.

2012 Program Report Card Update: Jobs Funnel Program (Office of Workforce Competitiveness)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

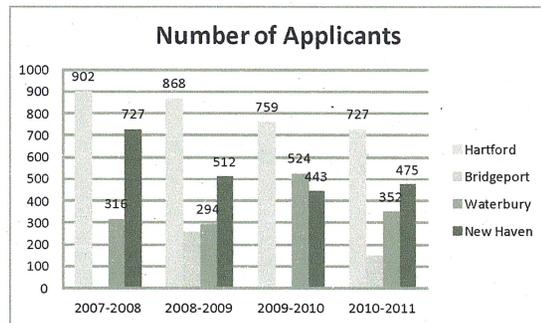
Contribution to the Result: The Jobs Funnels prepare qualified unemployed/under-employed adult residents of targeted communities for good-paying construction jobs and pathways to careers in the building trades leading to financial self-sufficiency.

Planned FY11 Program Expenditures:	State Funding: \$380,000	Federal Funding: \$1,642,030	Other Funding: \$762,569	Total: \$2,784,600
Actual FY11 Program Expenditures:	State Funding: \$368,585	Federal Funding: \$2,692,289	Other Funding: \$1,225,105	Total: \$4,285,980
Estimated FY12 Program Expenditures:	State Funding: \$555,000	Federal Funding: \$2,343,121	Other Funding: \$1,566,093	Total: \$4,464,214

Partners: Organized building trades, workforce investment boards, employers, community-based organizations, municipal governments, non-profit service providers, building contractors, private developers, community foundations, community colleges, CT Department of Labor, other state agencies

How Much Did We Do?

Performance Measure 1: Number of applicants to the Jobs Funnel programs.



Story behind the baseline: The Jobs Funnels continue to serve individuals facing greater barriers to employability than participants in other workforce/training programs. The majority of applicants: are long-term un-/under-employed with limited work histories and incomes below the poverty level. They are often basic-skills deficient; are predominantly 25-35 year-old Black or Hispanic males; and are parents of young children. Many have had contact with the criminal justice system. The Funnels focus on individuals interested in construction careers. Assessment and screening, refer unprepared applicants to alternative workforce options, including the *CTWorks One-Stop Career System*.

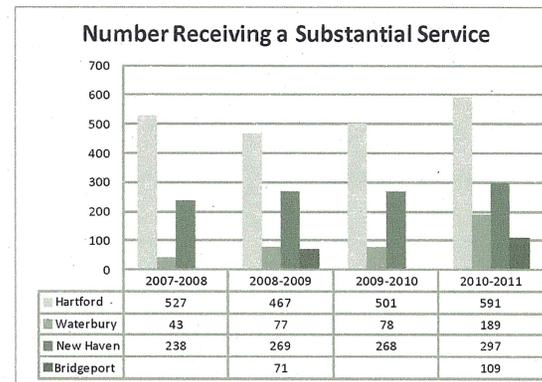
In FY11 the Hartford Funnel expanded to

include New Britain and Bristol, and the Bridgeport Funnel geared up for implementation following a year off in FY10. In FY12 the Eastern region will launch a Funnel. There is no clear trend given these changes.

Trend: ◀▶

How Well Did We Do It?

Performance Measure 2: Number of Jobs Funnels participants receiving substantial services.

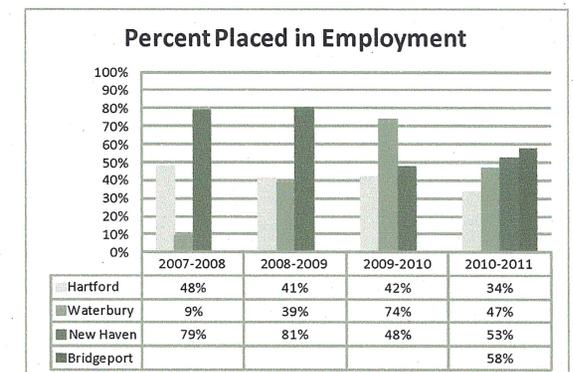


Story behind the baseline: The number and percentage of participants receiving substantial services increased significantly in the past year, in the aggregate statewide and at each of the Funnel sites. These increases suggest that the Funnels continue to improve the effectiveness of their targeted recruitment efforts.

Substantial services offered include: intensive case management; remedial math instruction; pre-employment life-skills workshops preparing candidates to find and keep jobs (e.g., math refresher, resume-writing, interviewing, team-building, money management, substance abuse awareness); short-term pre-employment training in various building trades skills; stipends, work gear and tools; job placement; and, ongoing, post-placement job retention support. Services are offered to participants based on their individual needs.

Trend: ▲

Performance Measure 3: Percent of Jobs Funnels participants receiving substantial services who are placed into employment.



Story behind the baseline: The job placement rate for Funnels participants who received substan-

2012 Program Report Card Update: Jobs Funnel Program (Office of Workforce Competitiveness)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-security

tial services varied by site but remained fairly constant for the entire program compared to prior years. The statewide aggregate placement rate of 43% was down slightly from the approximate rate of 50% experienced in recent years. However, that placement rate is a significant achievement in an economy where construction activity and construction employment opportunities have been in decline due to continuing difficulties in the state economy.

Key partners supporting efforts to place qualified participants into construction jobs remain a crucial feature of the Jobs Funnel model. The organized building trades are vital collaborators in each of the local sites, providing a mix of technical assistance, training, and access to apprenticeships and good jobs. Private developers and construction contractors play important roles in accessing job opportunities, helping to meet their own needs for qualified workers. Even in a difficult economy, some Funnel programs have improved placement, while others have declined slightly, presenting a mixed picture.

Trend: ◀▶

Is Anyone Better Off?

Performance Measure 4: Average starting wage for Jobs Funnels participants who receive substantial services and are placed into employment.



Story behind the baseline: Average starting wages for Funnel participants appear to have continued a modest increase over prior years, likely reflecting an average increase in entry-level construction wages generally during this period. The Connecticut Employment and Training Commission's 2009 legislative report card used \$20,300 as the self-sufficiency/low-income annual wage threshold for a single individual in Connecticut, approximating \$10 an hour. Funnel participants' wages exceed that threshold. Reported hourly wages for Funnel participants (\$15.32 - \$17.33¹) translate to approximately \$30,500 to \$34,500 annually, exceeding the self-sufficiency/low-income standard. Construction jobs pay better than most other jobs with comparable skill levels. Funnel participants placed in unionized jobs have higher wages than those in non-union construction and usually receive benefits.

Trend: ▲

Proposed Actions to Turn the Curve:

OWC will convene and support a statewide working group comprising leaders of the local Jobs Funnels to collaborate on an ongoing basis to improve services and outcomes. The working group will focus on developing: improved/common data collection, tracking, and reporting practices; shared enhanced service strategies reflecting best practices; and common definitions and protocols.

Steering Committees for each of the Funnels will be strengthened to improve the quality of mutually beneficial partnerships and relationships critical to successful outcomes.

Efforts will be pursued to: promote use of project labor/community work agreements, enforcement of local hiring ordinances and use of first-source hiring

¹ Waterbury trained individuals in Asbestos Abatement certification and placed them in employment to fill a regional need. This field has a high wage rate at entrance of \$42.00 per hour. These placements increased the average wage for Waterbury overall.

agreements; expand remedial education options for participants; increase apprenticeship opportunities; increase training in "green skills" to improve participants' competitiveness; strengthen communications and relationships with developers and contractors responsible for hiring a construction workforce.

Data Development Agenda:

An effective data development effort is crucial to the Funnels' ability to achieve better results, manage the diversified funding streams, and report more accurately on outcomes. The Jobs Funnels data development agenda in FY11-12 comprises three key elements:

1. Expanded use of the State's Unemployment Insurance wage records file (in partnership with CTDOL) to assess long-term financial impacts on participants placed in jobs, consistent with requirements of the Green Jobs Funnels Innovation grant.
2. The Funnel's will develop a set of common procedures to establish the use of UI wage records as a way to improve the consistency and accuracy of employment and wage information. Taking into consideration factors that affect wages such as, job classification union vs. non-union placements and, the seasonal nature of the industry
3. Collaboration among the various Funnels program sites (consistent with requirements of the Green Jobs Funnels Innovation grant) to standardize data collection and reporting standards and practices.

NOTE: State funds (\$368,585) in FY10-11 represent 8.5% of reported total funding (\$4,285,980) for the Jobs Funnels, down from a 15% average for the two prior years. State General Fund support remains modest. Federal ARRA grant funds increased, supplemented this year by a new USDOL Green Jobs Funnel Innovation grant. Funding by other contributors increased, unevenly, across the various local program sites.

2012 Program Report Card: Labor Market Information (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

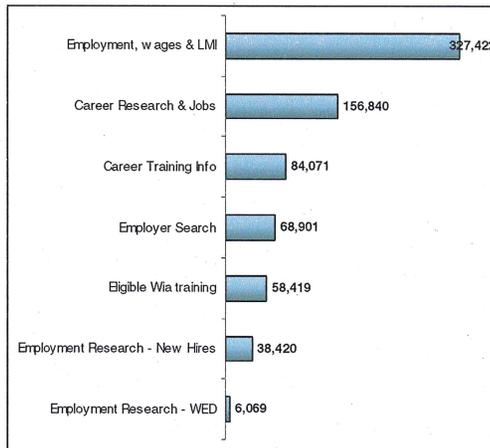
Contribution to the Result: The Office of Research at the Connecticut Department of Labor provides information and analysis about the current economy and workforce and makes projections about the future economy and workforce demand that help employers plan and make choices about their future that maximize the likelihood of their success and growth in the future business, and informs those seeking work, including those just entering the workforce, about the best pathways to future success in their careers and in achieving self-sufficiency.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	802,400	1,856,000	363,800	3,022,200
Estimated FY 12	802,400	1,969,000	0	2,771,400

Partners: US Department of Labor/Bureau of Labor Statistics and Education & Training Administration, CT. Department of Economic Development, CT Workforce Investment Boards, business community, Career One-Stops, State Department of Education, CT Regents, University of Connecticut

How Much Did We Do?

LMI Website visitors by Major Source of Info calendar year 2010



Story behind the baseline:

Office of Research provides labor market data collection and analysis services to assist Govt., employers, employees, job seekers, career planners and educators understand the current state of our economy and where the future growth potential lies. Our Labor Market Information efforts include a family of 5 baseline data collection programs and more than 16 analyses, communication and outreach programs with diverse audiences.

Trend: N/A

How Well Did We Do It?

Top 10 LMI Site Traffic Areas (Page Views) : Page Views

1. Employer Search Pages:	3,679,032
2. State Labor Market Trends	352,885
3. Misc. Other Pubs	232,608
4. Monthly Labor Situation Pub	26,957
5. Economic Indicator Score Cards	35,947
6. Occupational Employment and Wages	25,453
7. Business Employment Changes	20,772
8. Job Seekers Guide	15,294
9. Local Area Unemployment Statistics	10,858
10. CPI Index	9,477

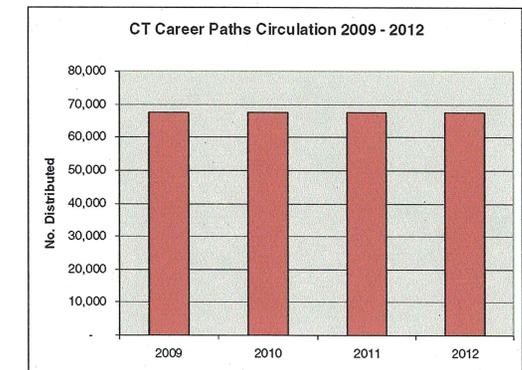
[Getting the word out: Who uses our data and how].

Story behind the baseline:

The table above helps identify who is using our information by identifying what information is accessed. For example, [employer search pages](#) are used by job seekers to find contacts at specific businesses in the state. [Labor Market Trends](#) are data typically used by policy and economic analysts. The [Monthly Labor Situation](#) is our source for first release of CT's monthly job estimates and unemployment data. [Occupational Employment & Wages](#) are used by both job seekers and businesses to determine competitive wages in the state.

Trend: none

How Well Did We Do It?



Story behind the baseline:

Although we have largely moved from print to electronic distribution of our LMI publications, career counselors request that our very popular Connecticut Career Pathways guide for high school students stay in print form so it can be put into student's hands. As evident from the graph demand for that publication has remained constant over the past four years. Career Paths gives HS aged youth a comprehensive resource for career exploration and education options. We provide detailed explanations of what occupations exist, the expected demand for these occupations, the training required and where in CT this training can be found.

Trend: ◀▶

2012 Program Report Card: Labor Market Information (Connecticut Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

[No measures currently available.]

Story behind the baseline:

Measuring the impact of LMI on the unemployed and those seeking careers is challenging because so many external forces are at work. Our focus is on finding ways to improve our ability to measure the utility of our information to the customers who use it. Formerly we used a static request for a satisfaction survey, but dropped this concept several years ago when participation rates fell. We will be instituting an exit survey on our website to determine the ease of access and clarity of information sought by users after they attempt to find and use the data.

Proposed Actions to Turn the Curve:

In addition to providing information for job seekers, we also provide information for policy makers, employers and professional economists. Government policy makers use our information for policy and program development and evolution. Employers use information for a wide range of planning activities including common wage rates for various categories of employee. Economists use the data we provide for secondary analyses and their own economic projections.

The Office of research has begun a review of navigation on our website with an eye to improving ease of access to critical and heavily used data.

An important activity in which the office of research was involved is the linking of higher education completion data from CT's public colleges and universities. We intend to revive these efforts in the coming year along with more instituting other actions detailed earlier in this report.

Data Development Agenda:

Research is spending a great deal of effort this year examining how our Web site is being used, who our customers how useful the find the information and tools we provide. This effort includes the use of new web traffic monitoring software, (Google analytics); a detailed review of site navigation and ease of access to heavily used information and the introduction of a site satisfaction survey to determine the utility of the information our customers are accessing. The office of Research is also part of a national LMI workgroup researching best practices for customer feedback.

Interpretations of the FERPA, (Family Educational rights to Privacy Act) have put both our annual Legislative Report Card and the Higher Education Workforce reports on hold. However, a newly released Federal interpretation of FERPA regulations would seem to permit access to education data for

these activities. The Office of Research will coordinate the efforts of all affected agencies so as to get these programs back online as soon as possible.

We are taking this hopefully brief hiatus in producing these reports to examine how we can improve the reports especially with respect to there ability to follow education to workforce outcomes over time.

2012 Program Report Card: Mental Health Employment Program (Department of Mental Health & Addiction Services)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

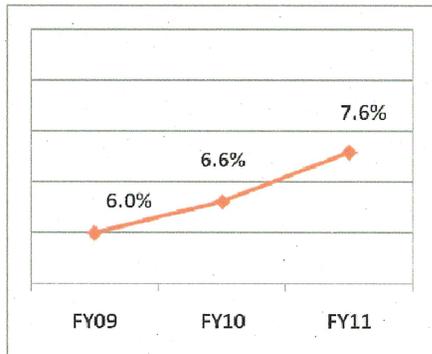
Contribution to the Result: The DMHAS Mental Health Employment Program increases the number of residents in competitive employment by providing job placement and retention services.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	10,417,745			10,417,745
Estimated FY 12	10,417,746			10,417,746

Partners: The Connecticut Bureau of Rehabilitative Services and the Department of Labor collaborate with DMHAS to provide an integrated system of employment supports and opportunities. The Corporation for Supportive Housing provides employment supports in clients' communities. Additionally, DMHAS works closely with the National Alliance on Mental Illness (NAMI) to train peer, family, and community advocates in supported employment.

How Well Did We Do It?

DMHAS Clients Enrolled in Supported Employment Programs



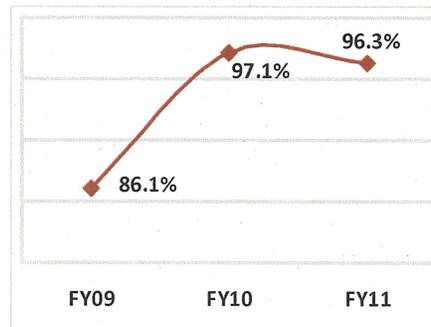
Client Group	FY09	FY10	FY11
Employment	3,053	3,638	4,165
All MH	50,858	54,993	54,858

Story behind the baseline:

Five new Supported Employment Programs were opened in FY 2010, increasing monthly capacity by over 600 people. All employment contracts were re-procured for FY 2011, instituting a policy of universal eligibility for employment services for all DMHAS clients, increasing the size of the potential client pool. **Trend:** ▲

How Well Did We Do It?

DMHAS Client Satisfaction with Supported Employment Programs



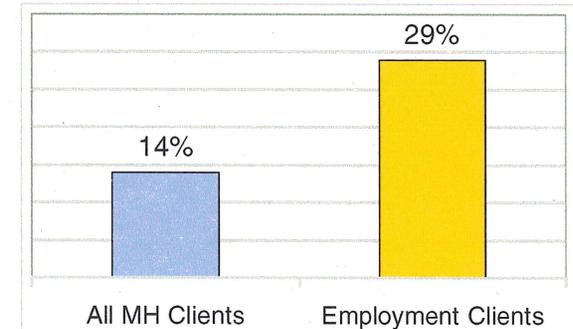
FY09		FY10		FY11	
N	Sat	N	Sat	N	Sat
954	821	872	845	1,106	1,065

Story behind the baseline:

Connecticut has used the Mental Health Statistics Improvement Program (MHSIP) consumer satisfaction instrument for 7 years. The question domains are General Satisfaction, Access, Quality and Appropriateness, Outcomes, Participation in Treatment, Recovery, and Respect. This chart illustrates General Satisfaction domain results for Supported Employment Programs over the last 3 fiscal years. **Trend:** ▲

Is Anyone Better Off?

Competitive Employment: Supported Employment Clients vs. Total DMHAS MH Population at End of FY11



Client Group	Total N	Employed	Emp. %
Employment	2474	709	28.7%
All MH	36509	5139	14.1%

Story behind the baseline:

As of FY 2011, all employment contracts require fidelity to the Supported Employment evidence based practice model. To ensure adherence to the EBP, DMHAS staff conduct intensive 2 day site visits twice a year. In FY 2011, all employment programs were in compliance with the Supported Employment model.

Trend: ◀▶ (need future data for comparison)

2012 Program Report Card: Mental Health Employment Program (Department of Mental Health & Addiction Services)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Proposed Actions to Turn the Curve:

DMHAS has recently introduced a number of strategies to strengthen an already robust Supported Employment program. Contracts mandate the use of the “evidence-based supported employment practice” (EBP) that leverages employment supports from diverse members of their treatment team; not only from vocational counselors, but from clinical providers, case managers, peers, family members and housing site staff. A policy of “zero exclusion” means that every DMHAS client is automatically eligible for employment services. Clients are moved rapidly into the job search mode including benefits counseling. Job development focuses on meeting employers’ unmet needs while facilitating good employment matches.

A new pilot program located at the state operated River Valley Services will be launched in late January / early February 2012. This program will be the first to collect more detailed employment information, such as number of hours working in the community, type of employer and key elements of the EBP.

DMHAS maintains a strong relationship with traditional employers, such as grocery stores and home improvement warehouses in high-turnover positions. The agency also works with an increasing number of smaller concerns. These “mom and pop” businesses make a significant investment in consumers, providing a high level of support to them as well as training and income.

Over the last fiscal year, DMHAS has developed quarterly provider quality reports which include the federally-mandated National Outcome Measures (NOMs). One particularly relevant NOM is “Employment Status”. In years past, providers typically reported Employment Status at admission

and discharge; as of FY2011, this indicator is included as part of the periodic assessment, to be completed every 90 days the client is active. This continuous quality improvement process has allowed for mid-course corrections and planning.

Data Development Agenda:

As mentioned in the previous section, DMHAS commenced collecting employment status information on a periodic basis, starting at the beginning of FY 2011. Data for previous years was collected at admission and discharge. Because people may remain in employment programs for long periods of time, the data pre-2011 does not allow for easy pre-post comparison.

Currently, DMHAS evaluation staff are developing a feedback process based on point in time analysis. Programs will be assessed on the number of people who are competitively employed at the end of each quarter.

DMHAS will also assess programs by the number of clients who maintain competitive employment for 90 days or longer within a reporting period. This information will come from the expanded data set which is to be piloted in early CY 2012.

New data entry screens for the expanded data set are complete in the data system used by the state operated facilities. The screens will be available by early CY 2012 for the private non-profit providers’ use.

DMHAS has made past attempts to link client data with unemployment data from the Department of Labor; however, HIPAA concerns have limited the size and scope of these efforts. DMHAS staff remain hopeful that future data sharing will assist with obtaining this information.

* Satisfaction rates in this report differ from previous reports because the sample has been limited to programs that follow the Evidence-Based Practice model and are currently active in our system.

2012 Program Report Card: Non-Degree Vocational Training Programs (Board of Regents: Community Colleges)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Students will develop needed skills and training to advance their employability and career advancement

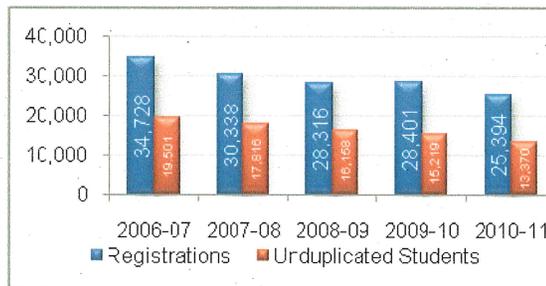
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$2,461,191	\$278,876	\$2,671,321	\$5,411,388
Estimated FY 12	\$2,461,191	\$278,876	\$2,671,321	\$5,411,388

Only direct instructional expenditures are available for non-credit enrollments, and expenses cannot be disaggregated by type of activity (personal development vs. workforce development), although 79% of revenues for non-credit activities are related to workforce development. Figures above represent 79% of expenses for non-credit activities spent on direct instructional activity only. Indirect expenses are not allocated. Additionally, budgets are not managed at the program level, and so expenditures for FY12 are estimated at FY11 levels.

Partners: Students, Workforce Investment Boards, Employers, Federal Government

How Much Did We Do?

Annual Non-Credit Workforce Development Registrations and Unduplicated Students



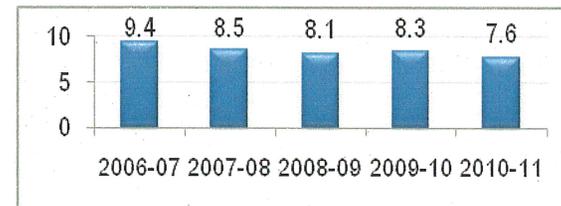
Story behind the baseline:

Workforce development programs consist of courses or sequences of courses at the twelve community colleges. These range from offerings like Introduction to Excel to federally funded programs like Bridges to Healthcare. The average number of registrations per student has ranged between 1.8 and 1.9 over the past five years, although participation has been declining. As state funding to community colleges declines, costs to students (who don't qualify for financial aid when taking non-credit courses) increase, and the price of enrollment in courses may contribute to the decline in participation.

Trend: ▼

How Well Did We Do It?

Registrations per Section



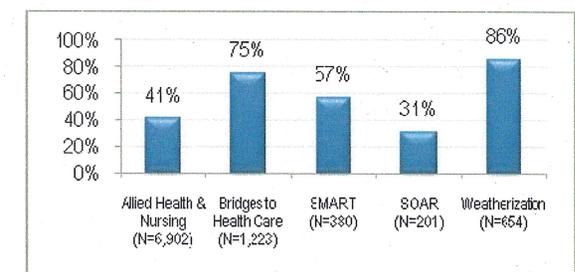
Story behind the baseline:

The diffuse nature of non-credit offerings has not prompted development of consistent practices to monitor program effectiveness. For instance, registrations at times have been counted only when the student completed the course, and the non-credit nature of the courses has not prompted use of assessment practices that allow for meaningful statistics about completion to be captured across courses/programs. It is clear, however, that the average number of students per class has been declining, suggesting that the contraction in offerings (number of sections) has been a response to decreasing demand. More efforts may need to be made to encourage students to participate in available offerings, perhaps by lowering price.

Trend: ▼

How Well Did We Do It?

Completion Rates by Program in U.S. Dept. of Labor Programs, 2005-present



SMART: Skills in Manufacturing & Related Technologies
SOAR: Sustainable Operations & Alt. & Renewable Energy

Story behind the baseline:

Completion data were available in a consistent fashion for only 9,360 out of 82,064 students (11% of participants) from 2005 to 2011. These represent students involved with federally funded programs (Allied Health and Nursing, Bridges to Healthcare, Skills in Manufacturing & Related Technologies, Sustainable Operations and Alternative and Renewable Energy, and Weatherization). This small fraction of participants is not sufficient to use as a metric to monitor program effectiveness.

Trend: Not available

2012 Program Report Card: Non-Degree Vocational Training Programs (Board of Regents: Community Colleges)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

U.S. Dept. of Labor Community-Based Job Training & Weatherization Grants 2005-present

Type of Grant	Enrolled (N)	Employed as Pct of	
		Enrolled	Completed
Allied Health & Nursing	6,902	24%	59%
Bridges to Healthcare	1,223	10%	14%
SMART	380	13%	24%
SOAR	201	--	--
Weatherization	654	--	--
TOTAL:	9,360	20%	40%

SMART: Skills in Manufacturing & Related Technologies
SOAR: Sustainable Operations & Alt. & Renewable Energy
Source: CTCC Office of Workforce Development

Story behind the baseline:

Employment data were available in a consistent fashion for only 9,360 out of 82,064 students (11% of participants) from 2005 to 2011. These represent students involved with federally funded programs (Allied Health and Nursing, Bridges to Healthcare, Skills in Manufacturing & Related Technologies, Sustainable Operations and Alternative and Renewable Energy, and Weatherization). Trends cannot easily be generated from existing data sources.

While these data indicate that some participants in some programs are better off, they do not answer the question "are most participants in all programs better off?"

Trend: Not available.

Is Anyone Better Off?

U.S. Dept. of Labor Community-Based Job Training & Weatherization Grants 2005-present

Type of Grant	Employed (N)	Avg. Annual Wages
Bridges to Healthcare	127	\$28,615
SMART	51	\$26,000
SOAR	TBD	\$32,000
Weatherization	TBD	\$30,000
TOTAL:	1,832	\$34,871

SMART: Skills in Manufacturing & Related Technologies
SOAR: Sustainable Operations & Alt. & Renewable Energy
Source: CTCC Office of Workforce Development

Story behind the baseline:

Wage data were available in a consistent fashion for only 9,360 out of 82,064 students (11% of participants) from 2005 to 2011. These represent students involved with federally funded programs (Allied Health and Nursing, Bridges to Healthcare, Skills in Manufacturing & Related Technologies, Sustainable Operations and Alternative and Renewable Energy, and Weatherization). Further, a reconciliation of the data provided above by program officers suggests there may be some discrepancies in the calculation of averages. Trends cannot easily be generated from existing data sources.

While these data indicate that some participants in some programs are better off, they do not answer the question "are most participants in all programs better off?"

Trend: Not available.

Proposed Actions to Turn the Curve:

Data on program effectiveness are not presently aligned to answer questions about how well non-credit instruction was carried out and the benefit most participants realize. As such, it is difficult to identify the direction of the curve, and so proposed actions are to develop more robust data about outcomes.

Data Development Agenda:

- 1) Identify a shared definition for what constitutes a "program" and record this information in Banner
- 2) Identify, define, and collect what constitutes course completion and program completion for non-credit offerings
- 3) Identify, define, and collect participant information for subsequent tracking, including Social Security Number
- 4) Identify, define, and collect employment status, retention, and wages prior to participation and after participation
- 5) Establish a common course evaluation for non-credit offerings and collect satisfaction data and student ratings of course quality

Development of management protocols similar to credit-bearing programs may be required to accomplish aspects of this agenda and may add costs to the programs.

2012 Program Report Card: Non-Residential Employment Program – Department of Correction

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: Employment services helps released offenders obtain and maintain employment. These services include employment readiness, job-finding, and assistance in maintaining employment. Barriers such as a need for identification, transportation, and clothing are identified and addressed.

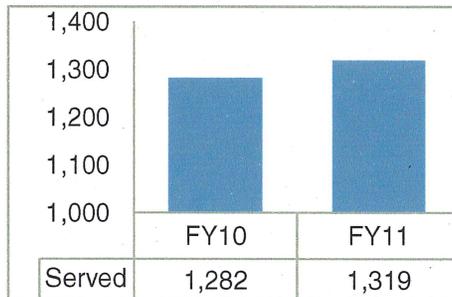
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$2,055,138.00*	\$0	\$30,000	\$2,085,138.00
Estimated FY 12	\$2,055,138.00*	\$0	\$30,000	\$2,085,138.00

*Total funding for employment (including programs with other components): SFY 2011 funding \$3,631,320.00. We anticipate SFY 2012 to be funded at the same level.

Partners: Connection, CT Renaissance, Annie Casey Foundation, Neon, Perception, Department of Mental Health and Addiction Services, Department of Social Services, Department of Labor, Board of Pardons and Paroles, University of Hartford, University of Connecticut, local city and town governments, local colleges and universities, business community, other non-profit agencies, and other state agencies

How Much Did We Do?

Number served in non-residential employment services



Story behind the baseline:

These services were enhanced beginning in FY10. We are currently satisfying the demand for these services. We expect them to remain the same. However, we are positioned to increase those services should the demand increase.

Trend: ◀▶

How Well Did We Do It?

Percentage completed job readiness

FY	Served	Completed	%
2011	966	785	81%

Story behind the baseline:

This is a new data element for FY11. Most offenders need job readiness training prior to seeking employment. "Served" refers to those offenders participating in job readiness. Offenders are counted as "completed" if they completed all of the training or while participating in training obtained employment.

In 2011, the rate of job readiness completion rates ranged from 62% to 94% with a variance of 32%. This large variance may reflect either a data problem and/or a lack of consistency in practice.

Trend: N/A

Is Anyone Better Off?

Percentage obtained employment

FY	Served	Employed	%
2011	1319	560	42%

Story behind the baseline:

This is a new data element for FY11. The range here is 31% to 55% with a variance of 24%. There are a number of possible reasons for this variance. This includes different rates of employment where the services are delivered, different agency approaches and resources devoted to employment assistance, and whether the agency has staff specifically trained in this area.

Trend: N/A

2012 Program Report Card: Non-Residential Employment Program – Department of Correction

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Percent retaining jobs at 90 days

FY	Employed	Employed at 90 Days	%
2011	560	324	58%

Story behind the baseline:

This is a new data element for FY11. Maintaining employment following release from prison is predictive of lower rates of recidivism. In 2011, 4 of the 7 employment contractors had at least 60% of those offenders who got a job, maintain it after 90 days. Given the nature of their clientele this is remarkable since maintaining employment with ex-offenders is often more difficult than finding them employment. However, three other agencies had much lower rates of maintaining employment after 90 days: 18% to 29%. One possible reason for such variation is that remand rates and returns for criminal violations can have a significant effect on this outcome measure. We will be conducting an analysis to determine to what extent this explains variation in this outcome measure. One employment agency, which has a split case load of addicted individuals, was not included in this analysis since the clientele are quite different and therefore, are not comparable to the other agencies.

Trend: N/A

Proposed Actions to Turn the Curve:

Regarding number of completions, we will meet with agencies to establish a best practices model, and a mechanism to quality assure this best practice model.

Possible explanations for the variance may include different employment rates for different geographic areas, presence of an employment specialist, and the number and mix of employers to which agencies regularly refer clients.

We need to collect data that better addresses “financial self-sufficiency”. On January 1, 2012, we will begin to collect information on the number of hours worked and hourly wages. On May 1, 2012, we will be in the position to review first quarter data.

Data Development Agenda:

Regarding number of completions, we will first review original data sources to determine if there is a data reporting problem.

We have recently clarified how “percentage of maintained employment” is calculated, so as to take into account individuals with whom we have lost contact. We suspect there may be some discrepancy in the way this data has been calculated.

Individuals may first have to work at a wage insufficient in the long-run to support themselves. In the short run we need to help these individuals establish a history of working and then to develop a “financial self-sufficiency plan.” We will design this plan and then audit to ensure that individuals do in fact leave with such plans.

2012 Program Report Card: Summer Youth Employment (CT Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

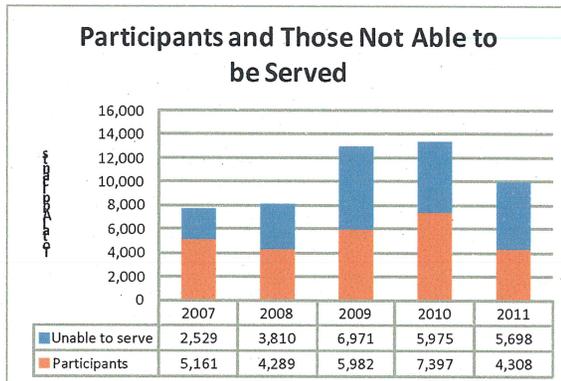
Contribution to the Result: The five workforce boards provide youth with work opportunities designed to increase their success in school and careers by giving them knowledge and experience in the world of work.

Program Expenditures	State Funding	Municipal Funding	Other Funding	Total Funding
Actual PY 11	\$4,179,432	\$1,850,000	\$438,368	\$6,627,800
Estimated PY 12	?	?	?	?

Partners: Employers, municipal government, CSSD, DCF, other state agencies, community agencies, local boards of education, and parents.

How Much Did We Do?

Number of Participants Served



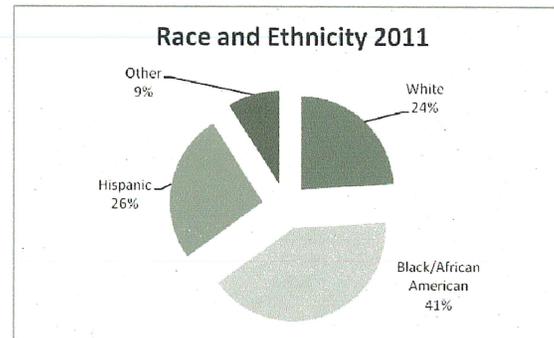
Story behind the baseline:

The uncertainty of the amount of funding, the source, and whether there will be funding makes planning and a significant problem. Despite this uncertainty, the demand and levels of service have continued to grow. The top portion of the bar shows the growth in the number served. The bottom portion of the bar shows the number eligible that remain unserved. Together the bars show the increasing demand and the increasing need for funds to meet the growing demand.

Trend: ▲

How Well Did We Do It?

Age Distribution of Participants



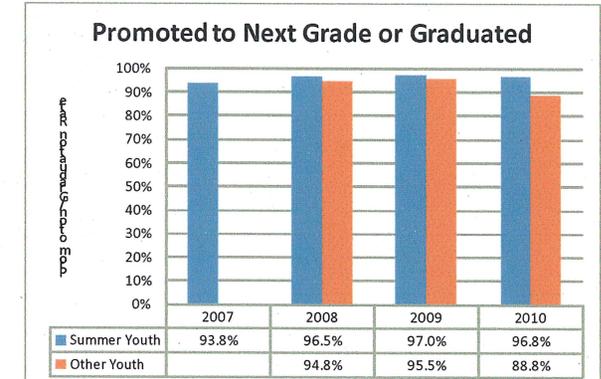
Story behind the baseline:

The distribution is similar to that of other years. The large proportion of Hispanic and Black youth demonstrates that the program is focusing on minority youth who are often most in need of employment experience, especially because they have the highest unemployment rates. The distribution of males and females is similar (47% female and 53% male). Age distribution is not reported. It can vary from year to year depending on the funding sources. For example, in 2010, the use of additional TANF funds increased percentage of those 18 or older to nearly 40% where it had been around 15% to 20% in previous years.

Trend: ◀▶

Is Anyone Better Off?

Percent of Participants Promoted to the Next Grade or Graduated



Story behind the baseline:

The better off measures have been made more meaningful by including a comparison group. The "Other Youth" are young people eligible for free or reduced priced meals at the beginning of the school year, and therefore meet income criteria similar to the summer youth participants. The graph shows that program participants have consistently higher promotion or graduate rates than those who did not participate or were unable to participate because of insufficient program resources. There is no substantial change for program participants, although fewer other youth advanced.

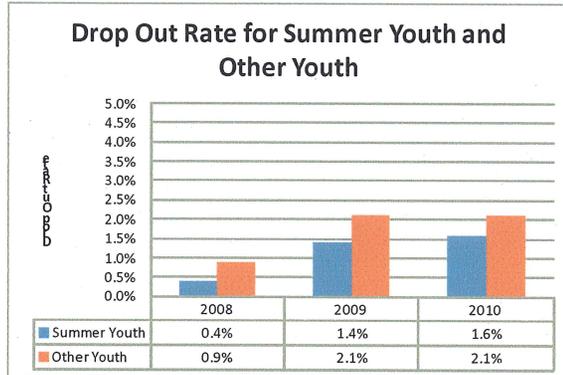
Trend: ◀▶

2012 Program Report Card: Summer Youth Employment (CT Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Drop out Rate for Summer Youth



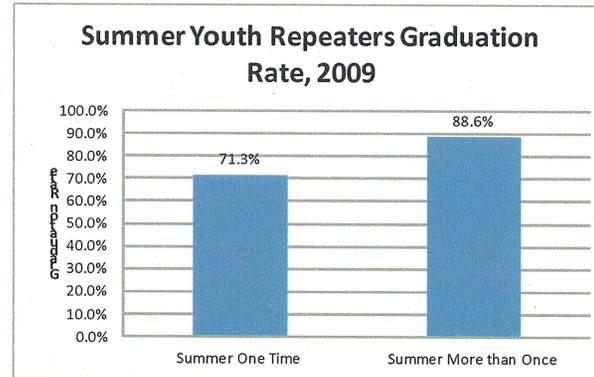
Story behind the baseline:

As with the grade promotion measure, “other youth” are those eligible for free and reduced-price meals. Other youth are more likely than participating youth to drop out of school according to data for the three most recent years. Participation is consistently associated with staying in school. There are important consequences to dropping out. Drop outs are likely to be among the most economically disadvantaged, and have the lowest lifetime earnings, according to Andrew Sum of Northeastern University. They are also more likely to become involved in the criminal justice system, have health-related problems, and be more susceptible to a host of other negative outcomes. Participating youth are less likely to experience these negative consequences.

Trend: ▲

Is Anyone Better Off?

Graduation Rate for Repeaters and Non-repeaters



Story behind the baseline:

In 2009, an analysis was conducted with the help of the Connecticut State Department of Education. While the workforce boards felt that even a single 6-week program could be beneficial, they wanted to understand if the benefits could be enhanced by additional summer employment experiences. As the chart shows, the graduation rate for those with more than one summer experience is 17 percentage points higher than for those youth who only had a single experience.

Trend: ▲

Proposed Actions to Turn the Curve:

Currently, summer youth employment leaves too many young people un- or under-served. The economic benefits to both the young people as they enter adulthood and the communities in which they live are great, while the investment is relatively small. The acquisition of more funding and more stable funding will help address the documented demand and increase the ability to take a more strategic approach to the use of the summer employment program as part of a more comprehensive approach to preparing youth for success in education and careers.

The connections to employers need to be strengthened. The approach will need to take into account the industry sectors that hold the greatest promise for future jobs.

The third action is to connect the summer employment with year-round career exploration and development so that summer employment is not an isolated, one-off event for young people.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The boards have agreed that programs in which youth attend 80 percent or more are likely to be better quality programs. They will begin regular reporting of those data for all summer youth next year. They are also planning to conduct analyses with the help of CSDE to determine if young people’s school behavior (e.g., attendance, suspensions, expulsions) change from the time before they participate and after they participate. The program attendance measure and these analyses are being tested and will be reported in the coming year.

2012 Program Report Card: CT Department of Social Services, Transportation To Employment Independence

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: The Transportation To Work (TTW) program is designed to provide transportation assistance to families who earn less than 75% of SMI (TANF families), receive temporary cash assistance (TFA) or individuals receiving state administered general assistance (SAGA) who work or participate in employment preparation programs. The TTW Program reduced transportation barriers to employment for working poor.

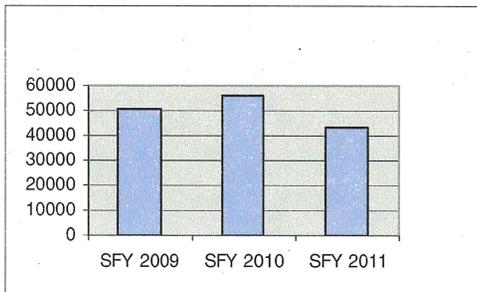
Program Expenditures	State Funding	Federal Funding *	Other Funding *	Total Funding
Actual FY 11	\$2,761,718			2,761,718
Estimated FY 12	3,118,753			3,118,753

Partners: Workforce Investment Boards, Council of Governments, CT Department of Transportation (DOT), CT Department of Labor (DOL) Jobs First Employment Services (JFES), and Transit Districts.

*The state receives federal reimbursement for the TTW program. In FY 11, \$314,938 was received in federal revenue. It is estimated that \$113,803 will be received in FY 12.

How Much Did We Do?

Total number of participants served.

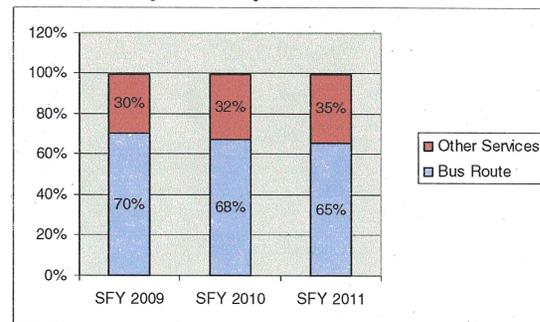


Story behind the baseline: The program continues to provide transportation for participants to engage in training and/or go to work. The number of participants receiving transportation assistance via bus passes, fixed bus routes, etc. has declined due to reduced funding.

Trend: ▼

How Well Did We Do It?

Percent spent on public bus services.



Story behind the baseline: This chart demonstrates that program expenditures largely provide participants with public bus transportation. While public bus routes are surveyed, information on TFA clients' access is not formally documented. The department does not have sufficient data to demonstrate that public bus transportation is the most efficient use of funds.

Trend: ◀▶

How Well Did We Do It?

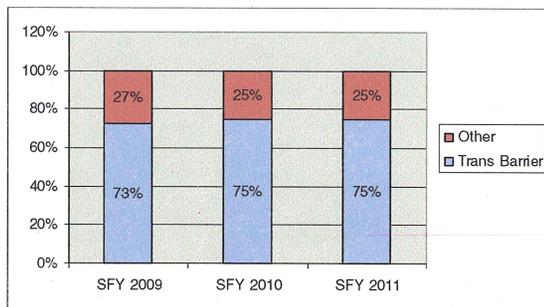
Trend: ▼

2012 Program Report Card: CT Department of Social Services, Transportation To Employment Independence

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Number of TFA – Jobs First Employment Services (JFES) clients with transportation barrier.



Story behind the baseline:

This chart demonstrates the percent of TFA-JFES clients who report transportation barriers at their initial barrier assessment by DOL has remained the same for the past three statistical years. Many of our TFA-JFES families do not have cars or vehicles and must rely on varying forms of transportation.

Trend: ◀▶

Is Anyone Better Off?

Story behind the baseline:

Proposed Actions to Turn the Curve:

- Collect data specific to participants who are working vs. participants in employment training.
- Analyze public bus expenditure to determine if that is the most appropriate use of DSS funds.
- Collect pre & post transportation barrier data for JFES client to determine if barrier has been resolved.

Data Development Agenda:

The department will work with staff at DOL to develop new reports to assess regional transportation barriers and if/how they are resolved. Current barrier data is only collected at initial enrollment. DOL and the WIBS will collect data post training and employment to determine efficiency of program expenditures.

2012 Program Report Card: Wagner-Peyser Labor Exchange (CT Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Contribution to the Result: By providing a labor exchange that links qualified jobseekers with suitable job openings, the Employment Service promotes the pursuit of self-sufficiency for jobseekers and the economic strength of employers.

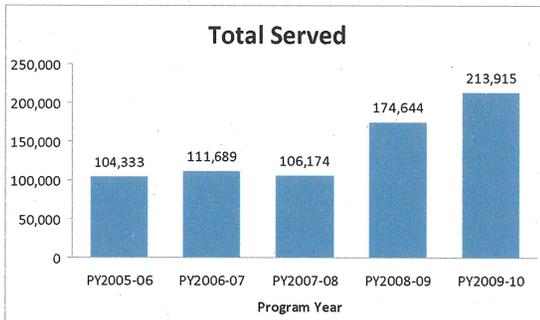
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual PY 09	0	7,905,625	0	7,905,625
Actual PY 10	0	7,843,690	0	7,843,690
Actual PY 11	0	7,819,386	0	7,819,386

Partners: Workforce Investment Boards,

Employers, municipal government, state agencies, community agencies.

How Much Did We Do?

Measure 1: Number of Participants Served



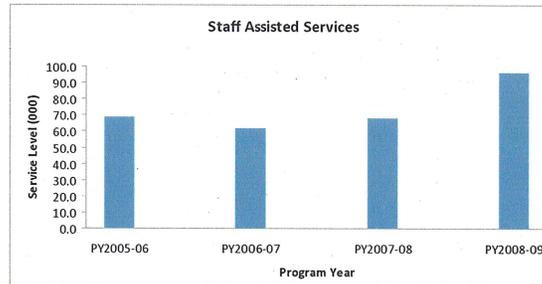
Story behind the baseline:

The purpose of the Employment Service is to assist all job seekers to find work and employers to find skilled workers to meet their needs. As evident from the graph, the number of customers served has doubled since PY2005 while funds have declined slightly. As the universal labor exchange, the volume of participants can increase dramatically during periods of high unemployment. It also reflects the demographics of Connecticut's unemployed with more men than women. The unemployment rate for minorities is higher than for whites and minorities area a larger proportion among those served.

Trend: ▲

How Well Did We Do It?

Measure 2: Number of Staff Assisted Services



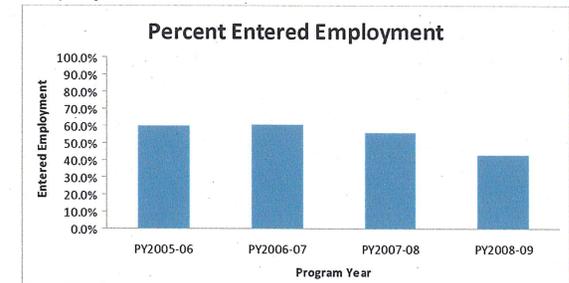
Story behind the baseline:

All unemployed individuals who file a claim for unemployment benefits are registered with the Employment Service. CTDOL's goal is to provide staff assisted services (e.g. workshops, career guidance) to those UI claimants that are most in need of staff guidance as opposed to information they can obtain themselves. The trend clearly shows an increase in staff assisted services in PY08-09 which is directly related to the economic downturn. Due to that factor an increase in the number of UI claimants who would experience a longer period of unemployment; and/or most likely exhaust benefits and need services was expected. This trend is expected to continue as CT, as well as the nation, struggle to add job opportunities for these individuals

Trend: ▲

Is Anyone Better Off?

Measure 3: Percent of Participants Entering Employment



Story behind the baseline:

The basic objective of the Employment Service is to return jobseekers to work at their highest wage and skill level. Beginning in Program Year 2007-08, the state began to feel the effects of The Great Recession. Placement of jobseekers was made increasingly more difficult due to the lack of available job openings being created and the increase in numbers of jobseekers competing for those openings. Employment rates are higher in WIA because WIA provides training and higher skill levels are critical to optimal levels of re-employment. Because of the current data system's limitations the ability to do management analyses makes it difficult to determine if there are particular sub-groups of

2012 Program Report Card: Wagner-Peyser Labor Exchange (CT Department of Labor)

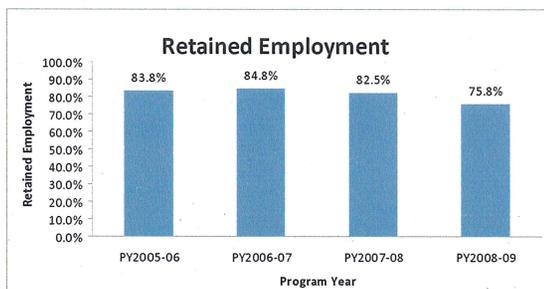
Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

workers more or less impacted during the recession.

Trend: ▼

Is Anyone Better Off?

Measure 4: Percent of Participants Retaining Employment



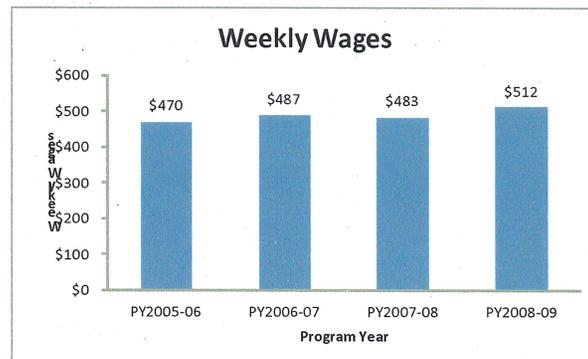
Story behind the baseline:

Employment Retention provides a very specific indicator of how well the Employment Services is meeting the needs of jobseekers and employers. Retention for two calendar quarters clearly demonstrates that the match between the jobseeker and employer was a good fit for employer and worker. Although the percent of participants retained in employment decreased from PY 07-08 to PY 08-09 the actual number of individuals retained in employment increased by 15%. Because of weaknesses in the current data system, regular access to performance data quarter by quarter is not available. Some of the lower retention rates may also reflect demands of employers for higher skill and the mismatch between employer needs and support services that can be made available in this program.

Trend: ◀▶

Is Anyone Better Off?

Measure 5: Weekly Wage upon Entering Employment



Story behind the baseline:

One of the main objectives of providing Employment Services to unemployed workers is to return them to work as soon as possible at nearly the same or possibly a higher wage rate than that achieved before becoming unemployed. The weekly wage trend has trended slightly higher, mostly due to changes in minimum wage. Weekly wage rates generally suffer in a declining economy. While workers since PY2005 have been able to replace their previous wages or increase them slightly, the most recent year's average wage has not replaced these workers' wages compared to their wages before they lost their jobs.

Trend: ▲

Proposed Actions to Turn the Curve:

To better support the objectives in the Employment Service a Talent Tracking and Identification Task Force has been commissioned to develop short-, mid- and long- term solutions to improve the matching capabilities of the Employment Services and its role in the Workforce Development System. This should improve entered employment and retention rates in the future.

A three-pronged approach will be taken to improve the desired outcomes – 1) internal agency planning, 2) external partnership development and strengthening and 3) increased employer participation to ensure the planned approaches will meet the identification of jobseekers that meet their workforce needs.

Labor Market Information will be compiled and utilized to target employer outreach and services to growing industries and occupations using regional business service teams. The above approach should increase retention and entered employment rates.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The Employment and Training Division has realigned and a Performance and Accountability unit has been created and will be dedicated a number of staff to performance reporting.

In addition, our Employment and Training Division is in the Business Requirements gathering phase for procuring a new MIS for Employment and Training programs. This phase is projected to be complete by the end of March 2012, the new MIS will allow improved access to data for federal reporting, but more importantly it will provide more timely access to information for monitoring and management of services.

2012 Program Level Report Card: DCF Work / Learn

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

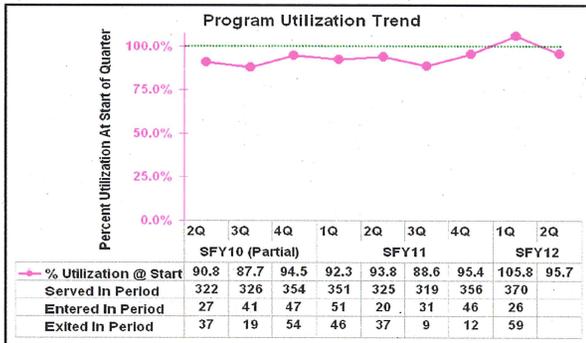
Contribution to the Result: The Work/Learn program addresses the need to assist referred young people (ages 14 - 23) from the greater Bridgeport, Hartford, New Haven and Waterbury areas with challenges that stand in the way of a successful transition to a self-sufficient adulthood. Jobs that provide financial self-sufficiency are critical to this result. The focus of this program is expansion of educational, vocational and employability skills and experiences. Also provided are services and incentives to address deficits in financial literacy, housing, access to healthcare, supportive personal relationships.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$1,964,770	\$479,996	\$290,000	\$2,734,766
Estimated FY 12	\$1,975,055	\$462,496	\$290,000	\$2,727,551

Partners: DCF Area Office, DCF Youth Leadership Boards, DCF Adolescent Development Team, DCF Mentoring Programs, supportive family members, schools, employers, local youth-serving agencies, DDS and DMHAS.

How Much Did We Do?

Performance Measure 1: Program Utilization



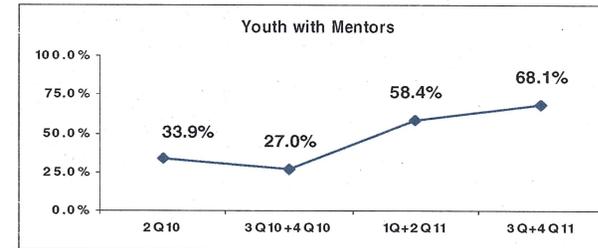
Story behind the Baseline:

Referrals to the program were initially low because referral sources needed additional education about the service. Providers began to attend referral agency staff meetings to raise awareness about the service, and agencies appointed liaisons to the providers within each office served by the program to answer questions and facilitate referrals. These efforts continue, to the point where providers actually were using more total slots than contracted during 3Q11.

Trend: ▲

How Well Did We Do It?

Performance Measure 2: Percentage of active clients who have an identifiable, active relationship with a supportive adult or mentor



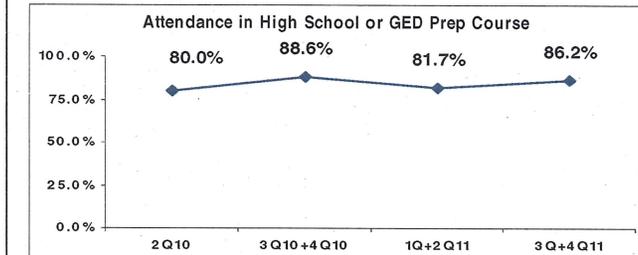
Story behind the Baseline:

Clients are provided with a wide variety of adults with whom they can connect and develop supportive relationships through internships, other volunteer/ leadership activities or formal mentoring programs. Creating and sustaining such relationships is often a challenge for adolescents, but program staff consistently engage them on this subject and help develop and nurture connections with positive adults. These may include coaches, pastors, employers, neighbors or family members. Additionally, providers identified a need to refer more clients to DCF One-on-One Mentoring.

Trend: ▲

How Well Did We Do It?

Performance Measure 3: Percentage of active clients without a HS Diploma or GED who are currently attending HS or a GED prep course



Story behind the Baseline:

Performance has varied between 80 and 90%. Clients between the ages of 14 and 17 performed much better (about 93%), than do those ages 18 or older (only 65%). Of the remaining clients age 18 or older, more than half (58%) were involved in either the Youth Business Center, an internship or were employed at least part-time during the period. Clients of any age who aren't attending HS or GED are often those who are marginally involved and at risk of dropping out of all services. This program continues active efforts to re-engage this group.

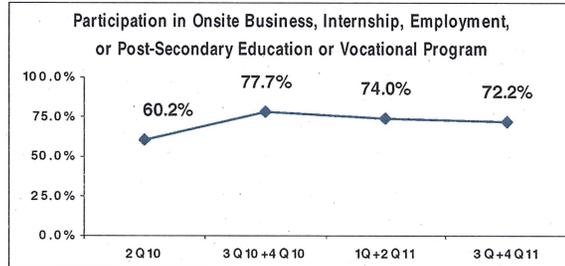
Trend: ◀▶

2012 Program Level Report Card: DCF Work / Learn

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

How Well Did We Do It?

Performance Measure 4: Percentage of active clients who participated in a Youth Business Program, Internship, were Employed or attending a Post-Secondary Educational or Vocational program during the period



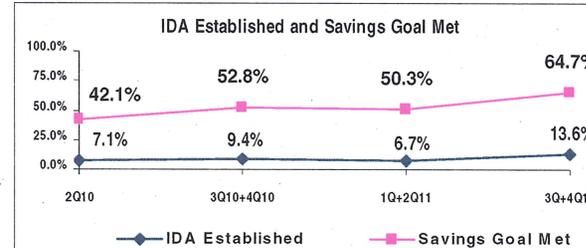
Story behind the Baseline:

While the majority of clients perform well on this measure, it is expected that some will either not be quite ready for a work experience (i.e. under age 16, learning disabled or working through mental health issues), are involved in other healthy activities (i.e. educational supports, extracurricular activities, etc) that compete for their time, or may need to spend free time on improving educational achievement. There are also a number of clients who have trouble engaging or staying involved with services. Providers find that these clients may be involved with the courts or court/probation mandates, current/prior gang involvement and/or behavioral health issues. Providers continue to work with this population to ensure they become, and remain, consistently involved in at least one of these activities.

Trend: ▼

Is Anyone Better Off?

Performance Measure 5: Percentage of eligible clients who established an Individual Development Account (IDA), and/or met their IDA savings goals during the period



Story behind the Baseline:

Jim Casey Foundation research show that "IDAs create financial stability within families and make communities more stable as well" and that "holding assets at age 23 is associated with later positive outcomes such as better labor market experience, marriages, health and political interest." Clients often have difficulty providing required identification documents and/or coordinating with DCF workers to open the IDA. Providers vary in pre-requisites (fiscal literacy class), eligibility requirements and identification documents required to open an IDA. All providers give incentives to open an IDA, but some clients have difficulty understanding the importance of saving. Once the IDA is established a majority of clients meet their savings goals, though some have difficulty setting reasonable expectations for savings goals, or resist changing already established goals. FSW, Inc. (Bridgeport) recently changed the minimum number of Asset-Specific trainings required prior to withdrawals from an IDA with a match. This increased attendance at trainings, as well as deposits into IDAs.

Trend: ▲

Proposed Actions to Turn the Curve:

1. Providers will increase the level of client outreach and collateral contacts to re-engage clients who do not stay engaged with services.
2. Providers will increase the rate of referrals to the DCF Mentoring Program.
3. Providers will work more closely with older youth to assess their goals/objectives, determine the best course of action for achieving those goals, or whether youth should be discharged.
4. DCF staff will work with providers to increase access to required client documents needed for employment and establishing bank accounts
5. Providers will share with each other effective practices for streamlining the process for opening IDAs. They are also assessing the use of contracting with clients to streamline deposits into IDAs, and automatically depositing Youth Business Center paychecks into a client's IDA.

Data Development Agenda:

Providers are now transitioning to a new data collection system that will allow reporting on:

1. Breakouts of utilization figures by Levels of Service for more precise analysis of capacity
2. The percentage of active clients involved in some form of educational support services. First report should be available by 1/12;
3. The number of discharged clients attending a secondary or post-secondary ed./voc. program, or if already graduated or obtained a GED, were FT employed. First report should be available by 1/12.
4. The number of active 12th grade clients, who graduated or obtained GED, and of those, the number who enrolled in post-secondary ed./voc. program. Measure will be annual, based on a 9/1 - 8/31 school year. First report should be available by 9/12.

2012 Program Report Card: Workforce Investment Act Program (CT Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

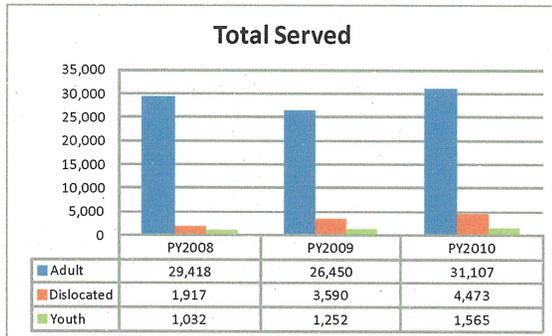
Contribution to the Result: The five workforce boards provide adults, dislocated workers, and youth with job search assistance and training to increase their success in finding and keeping work and in establishing careers.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
PY 09	0	22,957,988	0	22,957,988
Actual PY 10	0	30,454,160	0	30,454,160
Actual PY 11	0	28,619,579	0	28,619,579

Partners: Employers, municipal government, state agencies, community agencies.

How Much Did We Do?

Number of Participants Exited



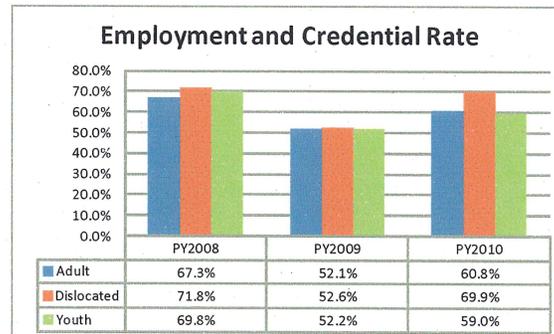
Story behind the baseline:

The services provided under Title I of the Workforce Investment Act of 1998, are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment. The three targeted populations are Adults, Dislocated Workers and Youth. Services are provided through One-Stop Career Centers. There are three levels of service: Core, Intensive and Training provided based on individual needs. The numbers served and exiting the program has remained relatively constant due in part to consistent year over year funding, although the recession has increased the demand and the level of service as evident in changes from PY2008 to PY2010.

Trend: ▲

How Well Did We Do It?

Percent of Participants Employed with a Credential



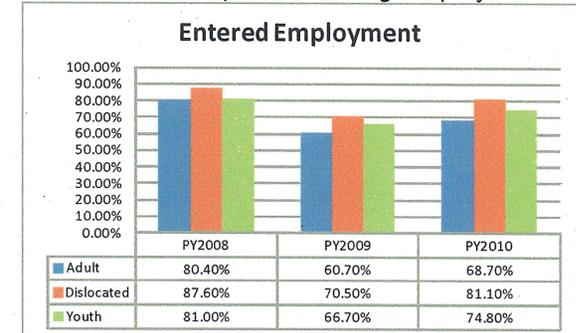
Story behind the baseline:

The sequence of services provided within the WIA program is predicated on the idea that those participants who are unable to obtain employment through core and intensive services will need some level of training and enhanced skills to return to work. Obtaining a job clearly makes someone better off, but the quality of the program is best seen when participants leave with a job and the attainment of a credential. The graph above demonstrates that a significant number of those exiting with jobs are those who received training and obtained a credential. The trend on this number is unclear given the dip in performance in PY2009.

Trend: ◀▶

Is Anyone Better Off?

Percent of Participants Entering Employment



Story behind the baseline:

WIA is designed to improve the ability of the participants to return to work; the Entered Employment measure indicates how well WIA services have accomplished this primary outcome. The trend has decreased slightly but this is more likely to be indicative of the changes in the economy than a statement on the effectiveness of the program itself. In other words, with limited opportunities in the job market, it would be expected that the number of individuals entering employment would experience a slight dip. There is already evidence of improvement in PY2010 from the depth of the recession in PY2009.

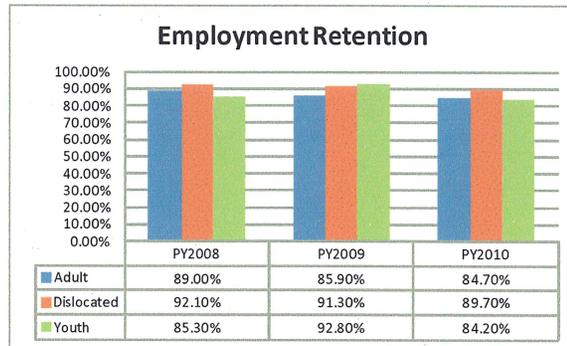
Trend: ◀▶

2012 Program Report Card: Workforce Investment Act Program (CT Department of Labor)

Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

Is Anyone Better Off?

Percent of Participants Retaining Employment



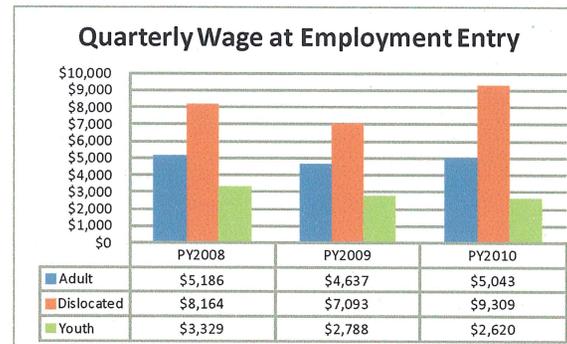
Story behind the baseline:

Employment Retention as a measure provides some very specific indicators of how well the Employment Services is meeting the needs of jobseekers and employers. One of the basic tenets of the program is to match jobseekers with employers. Retention for two calendar quarters clearly demonstrates that the match between the two was sufficient for the employment relationship to continue; it was a good fit for employer and worker. The trend in this measure illustrates that the assessment and employment planning process for participants in the WIA program has been successful in matching the participant with appropriate services, including training, ultimately leading to an appropriate match between job seeker and employment opportunity. The recession has clearly impacted many individuals, especially young workers.

Trend: ▼

Is Anyone Better Off?

Change in Weekly Wages from pre- to post-program services



Story behind the baseline:

Tracking of wages is a solid indicator of the future ability of the all participants to become self-sufficient, whether it is individually or as part of a family unit. WIA prioritizes the low-income worker for participation in the adult program. This population tends to have a weaker attachment to the job market and lower wages; the Dislocated Worker, in contrast, tends to have a strong connection to the labor market and higher wages at the time of separation from employment. Youth present a different challenge in that they may have little or no attachment to the labor market and thus very low wages if any at all. This measure provides a picture of how well the program is doing in meeting the self-sufficiency goal of all three populations, in that the trend remains fairly level. If we look at the self-sufficiency standard of \$10,000 per quarter, only dislocated workers approach that standard.

Trend: ◀▶

Proposed Actions to Turn the Curve:

To better support the objectives in the WIA program the agency is combining the efforts of the Talent Tracking and Identification Task Force that has been commissioned to develop short, mid and long term solutions to improve the matching capabilities of the Employment Services and the entire Workforce Development System.

A three-pronged approach will be taken to achieve desired outcomes – 1) internal agency planning, 2) external partnership development and strengthening and 3) increased employer participation to ensure the planned approaches will meet the identification of jobseekers that meet their workforce needs.

Labor Market Information will be compiled and utilized to target employer outreach and services to growing industries and occupations using regional business service teams.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The Employment and Training Division has realigned and a Performance and Accountability unit has been created and will be dedicated a number of staff to performance reporting.

In addition, our Employment and Training Division is in the Business Requirements gathering phase for procuring a new MIS for Employment and Training programs. This phase is projected to be complete by the end of March 2012.

Section III

Program Inventory

The Results-Based Accountability Summit
Building a Skilled Workforce for the 21st Century

2012 RBA Program Inventory By Strategic Area

(1) Pipeline
Connecticut Technical High School System (SDE)
Adult Education (SDE)
Summer Youth Employment (DOL)

(2) Worker Preparation
Apprenticeship Program (DOL)
Care 4 Kids (DSS)
Jobs First Employment Services Program (DOL)
Jobs Funnel Program (OWC)
Transportation to Employment Independence Program (DSS)

(3) Worker Retraining
Occupational Degree Programs (BOR)
Non-Degree Vocational Training Programs (BOR)
Workforce Investment Act (DOL)

(4) Employer Support
Job Expansion Tax Credit (DECD)
CONNSTEP, Inc. (DECD)
Incumbent Worker Training (DOL)

(5) Targeted Populations
Residential Work Release (DOC)
Alternative in the Community (Judicial)
Mental Health Employment Program (DMHAS)
Non-Residential Employment Program (DOC)
Work/Learn Program (DCF)

(6) System Information & Infrastructure
Connecticut Employment and Training Commission (CETC)
Labor Market Information (DOL)
Wagner-Peyser Labor Exchange (DOL)

Program Inventory with Funding Information¹ (alphabetical)

Program	Agency	FY 12 Program Funding			Total \$
		State \$	Federal \$	Other \$	
Adult Education	State Department (Dept.) of Education	20,853,667	6,043,895	19,221,625	46,119,187
Alternative in the Community - Employment Services	Judicial Branch	1,500,000	0	0	1,500,000
Apprenticeship Program	Dept. of Labor	621,281	105,154	180,914	907,349
Care 4 Kids ²	Dept. of Social Services	97,598,443		0	97,598,443
Connecticut Technical High School System	State Dept. of Education	147,226,619	12,680,387	3,709,222	163,616,228
CONNSTEP, Inc. ³	Dept. of Economic and Community Development (DECD)	760,000	1,027,489	643,111	2,430,600
Incumbent Worker Training ⁴	Dept. of Labor	877,500	703,391	372,500	1,953,391
Job Expansion Tax Credit	DECD	2,236,163	0	0	2,236,163
Jobs First Employment Services	Dept. of Labor	17,741,841	0	0	17,741,841
Jobs Funnel	Office of Work Force Competitiveness	555,000	2,343,121	1,566,093	4,464,214
Labor Market Information	Dept. of Labor	802,400	1,969,000	0	2,771,400
Mental Health Employment	Dept. of Mental Health and Addiction Services	10,417,746	0	0	10,417,746
Non-Degree Vocational Training	Board of Regents: Community Colleges	2,461,191	278,876	2,671,321	5,411,388
Non-Residential Employment	Dept. of Correction	2,055,138	0	30,000	2,085,138
Occupational Degree ⁵	Board of Regents: Community Colleges	40,680,389	941,429	21,900,127	63,521,945
Residential Work-Release	Dept. of Correction	19,142,673	0	0	19,142,673
Summer Youth Employment ⁴	Dept. of Labor	4,179,432	1,850,000	438,368	6,467,800
Transportation to Employment Independence ⁶	Dept. of Social Services	3,118,753		0	3,118,753
Wagner-Peyser Labor Exchange ⁴	Dept. of Labor	0	7,819,386	0	7,819,386
Work/Learn ⁷	Dept. of Children and Families	1,975,055	462,496	290,000	2,727,551
Workforce Investment Act ⁴	Dept. of Labor	0	28,619,579	0	28,619,579
TOTAL		374,803,291	64,844,203	51,023,281	490,670,775

¹ Agency 2012 RBA Report Card funding information.

² Connecticut receives federal reimbursement for this program. It is estimated that the state will receive \$34.1 million in federal dollars in FY 12. The state appropriation allows Connecticut to draw down federal block grant funding.

³ FY 12 state funding proposal pending approval.

⁴ Actual 2011 Program Year (PY) funding amounts.

⁵ Amounts include direct instructional activity only. Budgets are not managed at the program level. Expenditures for FY 12 are estimated at FY 11 levels.

⁶ The state receives federal reimbursement for this program. It is estimated that \$113,803 in federal dollars will be received in FY 12.

⁷ Other Funding is Court Support Services Division (Judicial Dept.) pass-through funding.