



Results Based Accountability Jobs Summit 2013

April 1, 2013

Introduction

Connecticut Employment and Training Commission

The Connecticut Employment and Training Commission (CETC):

- Is the State Workforce Investment Board under Federal law (Workforce Investment Act) and CT statutes.
- Provides workforce/talent policy and planning guidance to Governor Malloy and the General Assembly.
- Promotes coordination of policy, strategy, investments, programs and services across agencies, funding streams and systems.
- CT Department of Labor Office of Workforce Competitiveness provides technical assistance and support to CETC, its committees and work groups.

CETC is chaired by Donald Shubert, President, Connecticut Construction Industries Association. It has 24 voting members, appointed by Governor Malloy, including Lt. Governor Nancy Wyman and the Commissioners of CTDOL, DECD, CSDE, DSS, DEEP, DOC, DMHAS, and President of BOR/ConnSCU. All of the remaining members are volunteers. The majority are from business and the balance represent organized labor, local government, community agencies, local education, philanthropy. There are also 9 ex-officio members.

CETC's work is conducted through its standing committees (4) and work groups (3):

- Planning and Performance Committee
- Career Advancement Committee
- Youth Employment Committee
- Industry Sectors Committee
 - Advanced Manufacturing Work Group
 - Allied Health Workforce Policy Board
 - Energy Workforce Partnership (formerly Green Jobs Partnership)

RBA Framework

RBA starts with the quality of life result desired for all Connecticut residents and works backwards to the means (the strategies and programs) used to achieve the result. The CETC adopted the following four workforce-related result statements:

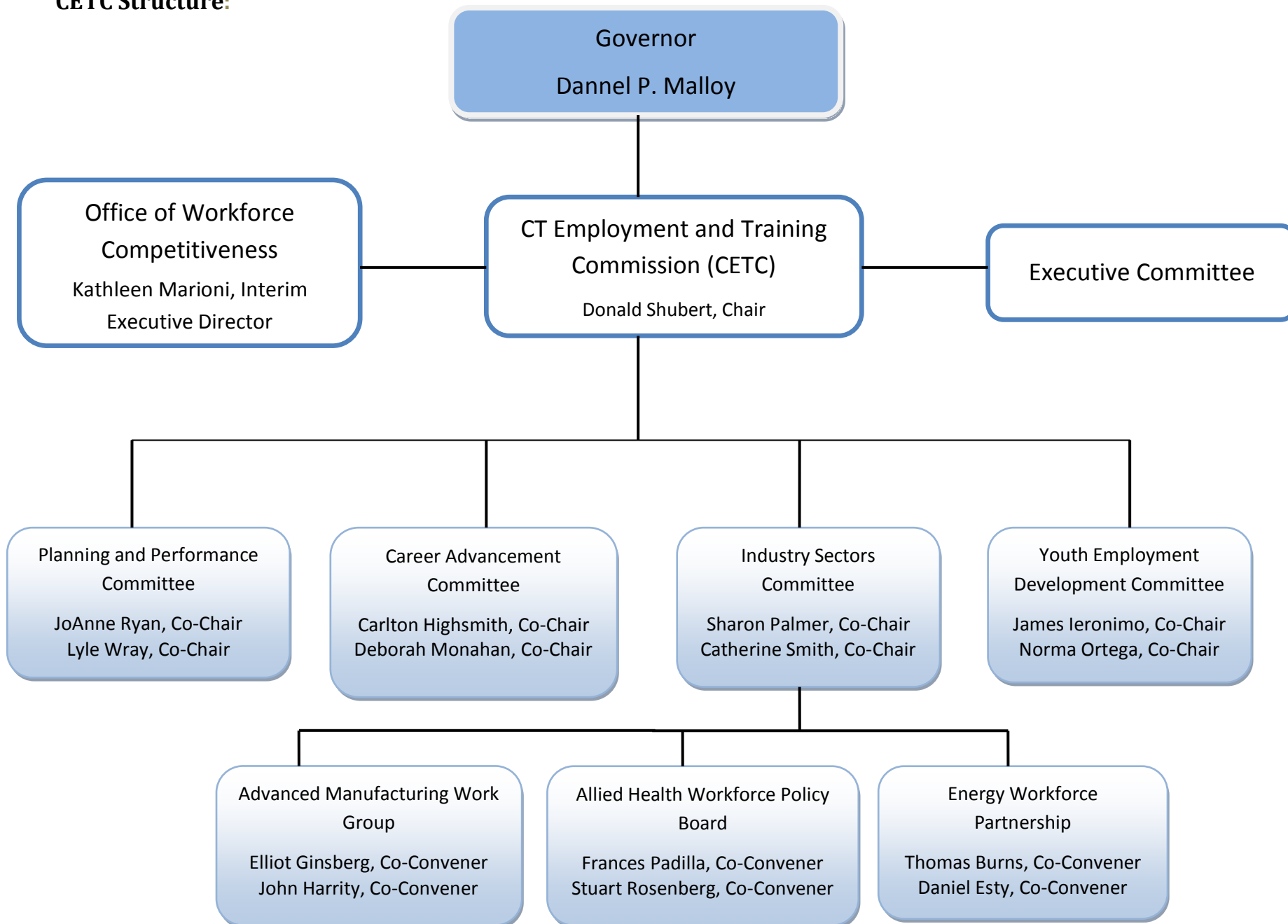
1. Financially self-sufficient CT adults
2. A highly-skilled, competitive CT workforce
3. A competitive, growing CT economy
4. CT students who graduate from high school prepared for post-secondary education and careers.

RBA report cards for twenty programs from nine agencies were prepared for this Workforce Summit and are included in this booklet, following the introduction. The first six report cards are those featured in the April 1 presentation.

The full array of current programs with workforce-related RBA report cards that contribute to the result should be clustered into the following five high level strategic areas. The relevant workforce-related program report cards are listed by strategic area (the bolded programs are those that will be the focus of presentations during the Workforce Summit).

Pipeline	Worker Preparation	Worker Retraining	Employer Supports	Targeted Populations
Youth Employment Program (DOL)	Apprenticeship (DOL)	Workforce Investment Act (DOL-Federal Funds)	CONNSTEP (DECD)	Residential Work Release (DOC)
Adult Education (SDE)	Jobs Funnel (DOL)	Non-Degree Vocational Training (Community College System)	Incumbent Worker Training (DOL)	Non Residential Employment (DOC)
Connecticut Technical High School System (SDE)	Jobs First Employment Services (DOL)	2 Year Terminal Degree Programs (Community College System)	Job Expansion Tax Credit (DECD)	Alternative Incarceration (Judicial)
	Wagner-Peyser (DOL) (includes Veterans)			Work to Learn Program (DCF)

CETC Structure:



The Work of CETC

CETC has organized its work around four major goals

1. **GROWING TALENT:** Businesses in key sectors will have access to talent needed to compete effectively, prosper, and create jobs for CT workers.
2. **CREATING JOBS:** All CT workers will have the skills and credentials to prosper and advance in careers that pay well and provide good benefits to support their families.
3. **PREPARING TALENT:** All CT youth will be ready for career and post-secondary success, contributing to a vibrant and competitive state economy.
4. **TRANSFORMING THE SYSTEM:** CT's workforce system will sustain a competitive economy, with aligned goals, strategies, policies, services and infrastructure.

Below are examples of collaborative efforts

1. STEP-UP
2. Jobs Funnels
3. State Energy Sector Partnership and Training
4. CT Manufacturing Job Match
5. Connecticut. Dream !t Do !t
6. Inter-agency data sharing agreements to permit production of Legislative Report Card after two-year hiatus
7. 2012 CETC reports and policy proposals addressing: advanced manufacturing; allied health careers; low-skilled adults; green/energy sector jobs (want to name/list them?)
8. CETC 2012 Annual Plan, with 11 major recommendations (see below)

The 11 major recommendations from CETC's 2012 Annual Plan address:

1. INCUMBENT WORKER TRAINING: Consolidate into single program. Streamlined, business friendly, focused on key industry sectors. Include support services. Fund at competitive level.
2. TRAINING COST AND RESOURCES: Provide flexible funding for non-credit training. Pursue Federal financial aid for non-degree programs. Increase support for training/credentials in key sectors.
3. LEVERAGING RESOURCES: Strategy among foundations and philanthropies to focus workforce investments strategically, multi-year. Inventory all relevant funds.
4. CREDENTIALING: Adopt nationally recognized, industry-validated credentials as foundation for all workforce/talent programs.
5. CONTEXTUALIZED LEARNING: Take the IBEST model to scale, maximizing use of WIA Title II resources. Evaluate impact to recommend expansion/enhancements.
6. YOUTH CAREER PATHWAYS: Develop comprehensive career pathways system. Structured career exposure, work experience, internships, early college for middle-skill jobs, etc.
7. STEM SKILLS COORDINATION: Establish STEM Skills Committee within CETC to map policy/strategy, promote coordination, monitor efforts, provide technical assistance, etc.
8. APPRENTICESHIP: Explore additional apprenticeship options for selected occupations in key industry sectors, including health care and manufacturing.
9. INDUSTRY EXPERTISE: Infuse expertise from key industry sectors into the capabilities of the CTWorks One-Stop Career System.
10. CAREERS COMMUNICATION CAMPAIGN: Establish interagency communications team (multiple stakeholders) to develop/implement comprehensive public education/information campaign.
11. STRATEGIC INTELLIGENCE: Establish interagency research team to coordinate information sharing, data analysis, planning, priority setting, etc.

Remainder of the booklet:

- Six report cards used in the Summit presentations
- Remaining 14 report cards organized by agency

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) Non-Degree Vocational Training Programs	Board of Regents: Community Colleges
(15) Degree and Certificate Programs	Board of Regents: State Universities
(16) Non-Residential Employment Program	Department of Correction
(17) Residential Services	Department of Correction
(18) Summer Youth Employment	Department of Labor
(19) Wagner-Peyser Labor Exchange	Department of Labor
(20) Work/Learn Program	Department of Children and Families
(21) Workforce Investment Act	Department of Labor

2013 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 with not only a standard high school diploma but also a 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 in nursing (CNA and LPN), dental assistants, surgical technicians and aviation maintenance technicians.

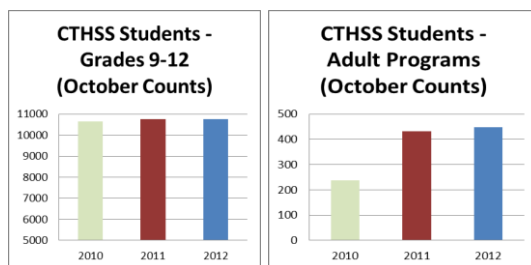
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual SFY 12*	\$150,474,575	\$9,987,346	\$5,422,815	\$165,884,736
Estimated SFY 13	\$145,935,097	\$8,094,206	\$5,639,675	\$159,668,978

*Please Note: Fiscal year 2011-12 contained 27 payrolls which occurs every ten (10) years. All other fiscal years reflect 26 payrolls.

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

How Much Did We Do?

1. Number of Students Enrolled in CTHSS.

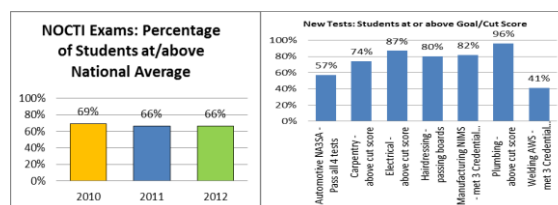


Story behind the baseline: As of October 2012, the CTHSS served 10,747 high school students. An additional 447 adult students also attended for a total of 11,194 students. The secondary program saw a change in enrollment of 0.2% from the previous year. Due to school construction limiting classroom space, Whitney Tech enrolled 15 fewer ninth graders (10%) than in 2011 and Ellis Tech had 27 fewer ninth graders (16%) than in 2011. Adult enrollment increased 3% in 2012. The CTHSS is comprised of 16 high schools (Grades 9-12), Bristol Technical Education Center (Grades 11-12) and two adult aviation schools. Schools are located across the state and students from almost every district in the entire state attend the CTHSS with the exception of Darien, Easton, Essex, Greenwich, New Canaan, Sharon and Westport. Wright Tech in Stamford was suspended in 2009 and is currently under renovation for reopening in August of 2014.

Trend: ◀▶

How Well Did We Do It?

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

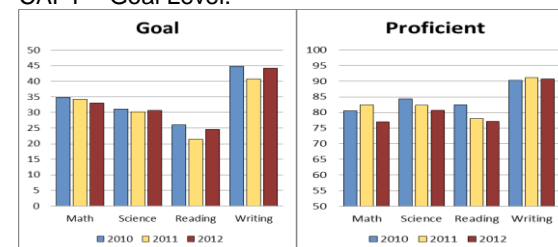


Story behind the baseline: The National Occupational Competency Testing Institute (NOCTI) provides exams to measure skills of those completing a secondary or post-secondary technical program. In 2012, 66% of the 801 students who participated met the national average. Only 801 twelfth graders from 14 trades and technologies participated compared to 1745 students from 20 different programs in 2011. Since NOCTI does not mandate a standard for achievement or competency, the national average score is used for comparison. In 2012, the CTHSS began a new testing program called Senior Summative Assessments which will replace the NOCTI in 2013. Of the 1186 students participating in Workforce Ready, state and national exams, over 78% (927 out of 1186) were at or above the cut score or goal. In the national Skills USA competition, the CTHSS entered 36 events and won 2 gold medals and 4 silver medals. The CTHSS also placed in the top ten in 15 events, further illustrating that CTHSS students achieve on a national level of excellence.

Trend: ◀▶

How Well Did We Do It?

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



Story behind the baseline: A small decline in CAPT scores has occurred since 2010. While Goal percentages are down slightly in all four subjects by 2% or less since 2010, the CTHSS improved its percentage at goal in 3 out of 4 subjects from 2011 to 2012. When looking at proficiency standards, the majority of the 16 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).

CTHSS Schools Outperforming Local District School Resides In

CAPT	Math	Science	Read	Write
2009-10	15	16	15	15
2010-11	15	14	11	15
2011-12	14	15	12	14

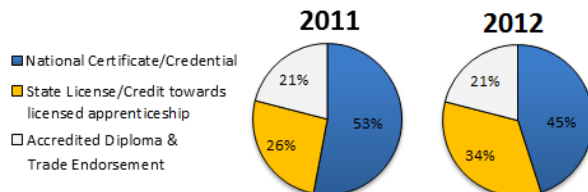
Trend: ▼

2013 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.



Story behind the baseline: Out of over 2,400 graduates in the CTHSS Class of 2012, 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. Despite adding credentials in 2011-12 such as the American Welding Society (AWS) certifications, the overall percentage was the same as in the previous year due to yearly fluctuations in numbers of graduates in each trade.

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.

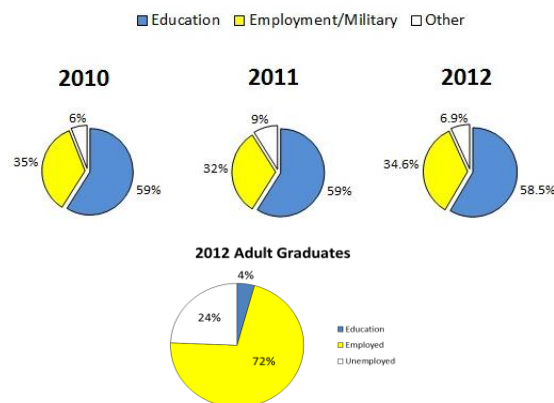
Examples of certifications/credentials: National Automotive Technicians Education Foundations (NATEF) and Automotive Service Excellence (ASE); OSHA 10 and Ladder and Scaffolding Safety certification from the Occupational Safety and Health Administration (OSHA); ServSafe Certification from the National 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: ◀▶

Is Anyone Better Off?

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

High School Graduate Follow-Up Data



Story behind the baseline: The pie graphs above show the results from the CTHSS high school 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 CTHSS students enter the workforce, the armed forces or pursue education. College students who are also working are only reported in the education category, so the percentage of employment may be higher. Follow-up data on adult students is currently being collected for the first time. 72% of 119 respondents so far are employed.

Trend: ◀▶

Proposed Actions to Turn the Curve:

Action 1: The NOCTI assessment is a national benchmark for trade competency; however, not all tests are aligned with district curricula or recognized by local and state trade organizations. District assessments measure progress over the students' academic career and are performance-based. These authentic experiences are reflected in the student's Success Plan capstone portfolio which is a cumulative representation of their accomplishments. The CTHSS is phasing out the NOCTI assessments

and transitioning to certifications and recognition programs supported by Local Trade Unions, trade organizations and Skills USA. (*Measure 2*)

Action 2: To improve CAPT test scores; the district continues to examine its reading and math practices. The district has implemented an intervention model in which students in grades nine and ten are scheduled in the Language Arts Literacy Lab and Math Literacy Labs. The labs utilize Renaissance Place (STAR and Accelerated Reading and Math) to monitor student progress using a computerized assessment tool which generates reports to measure individual, class, and school-wide growth. The program provides individualized learning plans tailored to each student's needs which may require remediation or opportunities for enrichment. The detailed reports are used to inform data team meetings and plan for appropriate instructional interventions. The CTHSS uses a web-based classroom walkthrough tool (Teachscape) to monitor the effectiveness of intervention programs, teaching strategies and determine areas of professional learning for strategic improvement. Two schools will be piloting a Standards-Based report card to focus on grading practices of student achievement related to content standards. (*Measure 3*)

Action 3: The CTHSS will add credentials, certifications and licensure eligibility to its student 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 through expanded use of its technical education programs. (*Measure 5*)

Data Development Agenda:

To continue expanding follow-up data on graduates of adult programs as well as looking into costs associated with surveying graduates 3-5 years after they have left the school system.

2013 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.

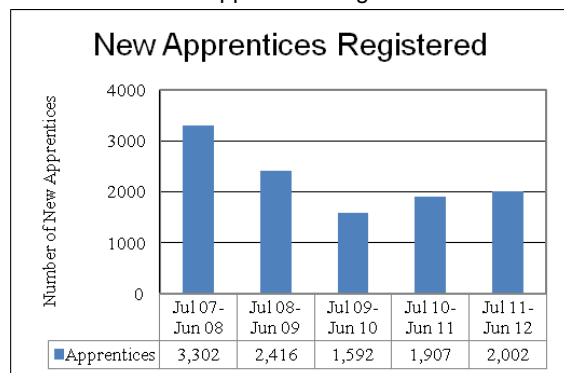
Contribution to the Result: The program provides on-the-job training and related instructions for apprentices that enable them to learn a trade while receiving a living wage. The program provides sponsors/employers with dedicated and responsible apprentices who ultimately; provide qualified trades people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

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual PY 12	581,347	91,701	213,221	886,269
Projected PY13	595,867	83,923	300,000	979,790

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 Department of Public Health, Connecticut public schools, post-secondary proprietary schools, Workforce Investment Boards, Occupational Safety and Health Administrations and local Community Based Organizations.

How Much Did We Do?

Measure 1: New Apprentice Registrations

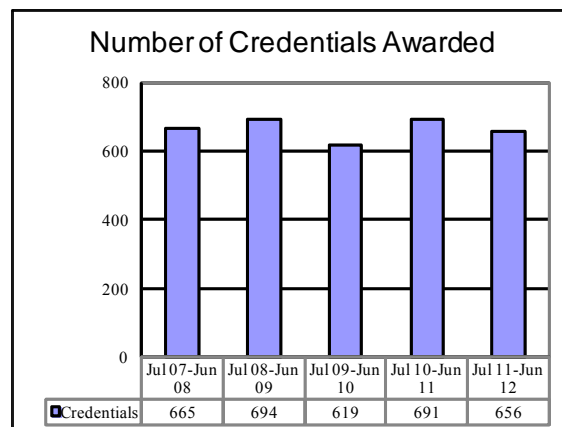


Story behind the baseline: The trade industries in Connecticut provide an on-the-job training program for individuals to achieve a credential for their trade. The credential is a requirement for employment in specific trades. The number of tradespersons coming through the Apprenticeship program is an 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

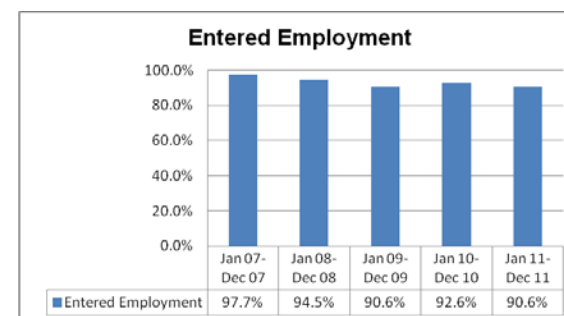


Story behind the baseline: To increase the number of individuals in skilled occupations, the apprenticeship program apprentices receive paid, on-the-job training and related instruction while learn the practical and theoretical aspects of that trade or business. They are also taught safety measures that will ensure their own well-being and those of their customers. Upon completion, apprentices are able to sit for the applicable exam and enter the workforce as fully qualified, credentialed journeyman. The decline in the number receiving credentials parallels the decline in the economy

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.

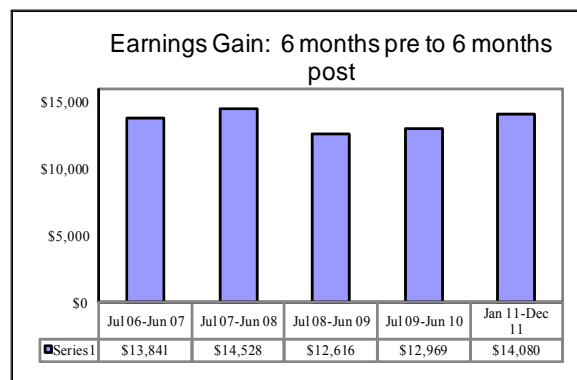
Trend: ◀▶

2013 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

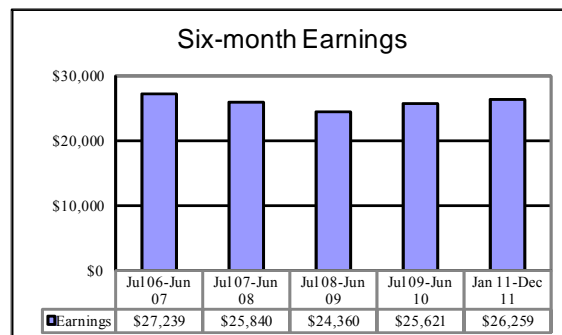


Story behind the baseline: Pre/Post Earnings is the dollar difference between 6 months of earnings prior to program entry compared to 6 months of earnings after program completion. The expertise and experience learned in the program provide a platform for an increased standard of living. The Pre/Post Earnings gap is much closer than in recent years, however, the 6 month difference of **\$12,145** equates to a **\$24,290** 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 **\$30,000** over a 6-month period (annualized earnings of **\$60,000** per year) well above the average salary of **\$46,000** (<http://www.simplyhired.com/a/salary/search/l-connecticut>) The latest data show a continued trend toward increased earnings as the economy slowly recovers from the recession.

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.

We are in contact other States, the federal Office of Apprenticeship and associations in our state to assist in this effort, identifying existing models for apprenticeship structures in areas other than the traditional trades.

To assist and advise in this effort the State Apprenticeship Council established by C.G.S.31-22n is now reconstituted to provide valuable information on expanding the opportunities in apprenticeship community and will meet on a regular basis. Members are appointed based on their expertise in the apprenticeship community.

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.

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 are in the process of updating our website to increase user friendliness and will use Google analytics program to inform how the public, apprentices, and sponsors are using the site.

2013 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.

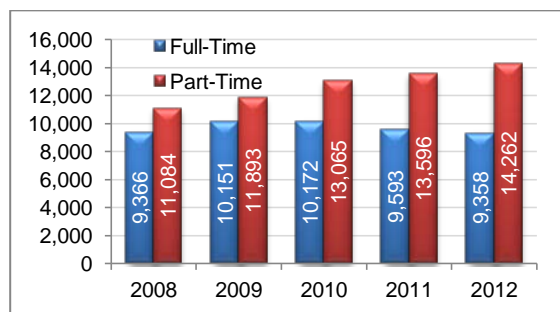
Program Expenditures (direct instructional costs only)	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$100.0	\$35.4	\$56.8	\$192.2
Estimated FY 13	\$95.0	\$36.5	\$58.6	\$190.1

Total funding based on occupational degree programs as 40.2% of credit enrollment. Disaggregation by funding source estimates funding source allocations based on proportion of total revenue. FY13 estimated based on 5% reduction in state funding, 3.2% increase in tuition and 3% increase in Pell grants.

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



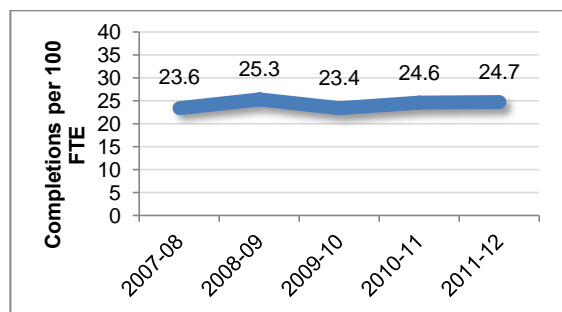
Story behind the baseline:

The number of full-time and part-time students enrolled in over 500 occupational degree programs has crested for full-time students but increased 29% for part-time students. 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



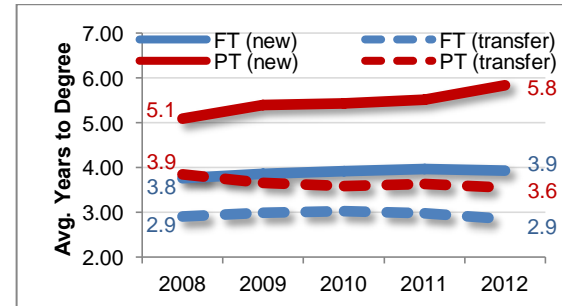
Story behind the baseline:

Associate's degrees awarded in occupational fields represented 61% of all AS completions in 2011-12, 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 (see first Trend indicator below). Average time for students entering as transfer students has remained level during this period (see second Trend indicator below). 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]

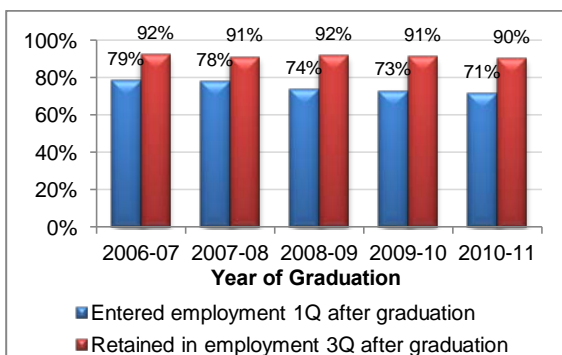
2013 Program Report Card: Occupational Degree Programs (Board of Regents for Higher Education: Community Colleges)

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:

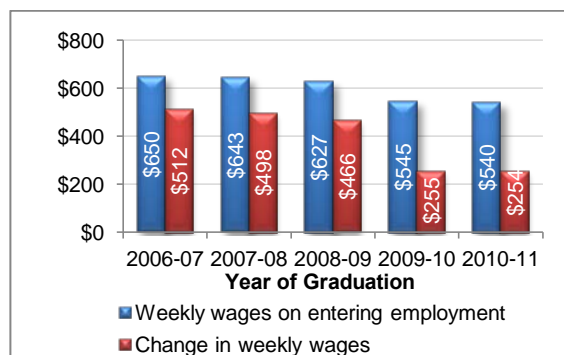
Across higher education sectors, employment rates of graduates tend to decrease as the statewide unemployment rate increases. The downward trend in the indicator reflects deterioration of economic conditions. The proportion of graduates retained in employment has remained stable in the 91-92% range, suggesting that once graduates find jobs, they stay in them at the same rate, despite changes in economic conditions. In conjunction with the significantly lower change in average weekly wages (see right), These data suggest that community college graduates are not immune from the economic downturn.

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.

2013 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.

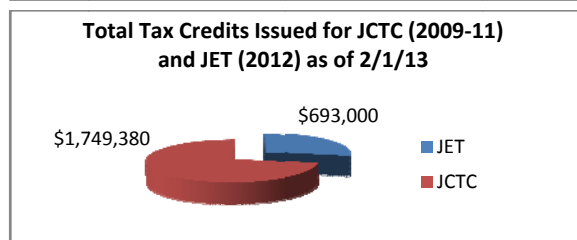
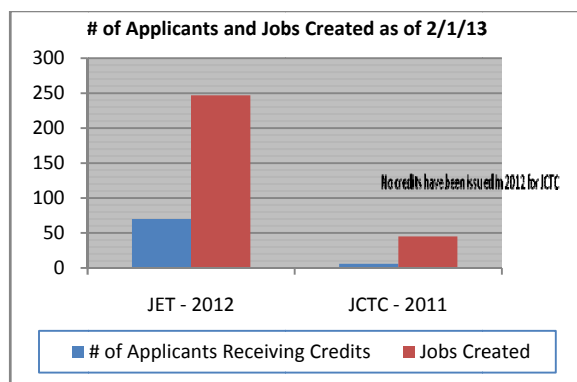
Contribution to the Result: In October 2011, the General Assembly passed the Jobs Bill that created the Job Expansion Tax Credit Program (JET), which simplified and updated the Job Creation Tax Credit Program (JCTC) program to target certain populations and increase usage. JET and JCTC provides a financial 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 and beginning January 1, 2012, DECD no longer issued eligibility certificates for this tax credit. JET tax credits are being to be earned for the income year ending December 31, 2012.

Program Expenditures	# of Applicants	# of Applicants Receiving Credits	Federal Funding	Other Funding	Total Tax Credits Issued
JCTC Actual Income Year Ending 12/31/10	13	6	N/A	N/A	\$676,983
JCTC Actual Income Year Ending 12/31/11	13	4	N/A	N/A	\$515,923
JCTC Estimated 12/31/12	13	4	N/A	N/A	\$500,000
JET Estimated 12/31/12	903 actual	450 est.	N/A	N/A	\$12,150,000 est.

Partners: Current: CT Dept. of Labor (DOL), Bureau of Rehabilitative Services (BRS), CT Dept. of Veteran Affairs (VA), CT Innovations, CT Housing Finance Authority, CT Economic Resource Center, Depart. of Developmental Services (DDS), Dept. of Mental Health and Addiction Services (DMHAS), HEDCO, CEDF, and SeCTer, and CTCIC.

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 JET on its website and marketed the program extensively during its business outreach forums that were held throughout CT. Firms weigh the costs & benefits of participating. Based on the number of applicants enrolled in the program and tax credits received as of 2/1/2013, this is trending in a favorable direction. DECD conducts an employment review of firms utilizing this credit to determine if they create new jobs in the stated timeframe. DECD uses the DOL wage records to confirm reported data, along with information from the VA, BRS, DDS, and DMHAS.

Trend: ▲

Is Anyone Better Off?

Measure: Number of workers hired.

Story behind the baseline:

As of 2/1/13, the JET program as created 247 jobs and applications demonstrating job creation continue to arrive at DECD on a daily basis. The JET program lasts three years for each firm. Each year the participating firm submits its job creation record that DECD verifies. DECD tracks the number and types of workers hired under the program (the credit is \$900 per worker if he/she is unemployed, a vet, or receiving services from BRS, DDS, or DMHAS and \$500 for anyone else irrespective of their wage). The maximum credit per job created under this program would be \$10,800.

ECD 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 JET program.

2013 Program Report Card: Job Expansion Tax Credit (Department of Economic & Community Development)

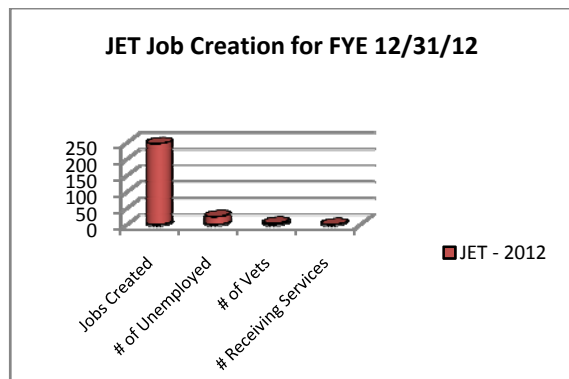
Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

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. The credit incentivizes hiring workers especially the unemployed, veterans and those receiving services from BRS, DDS, or DMHAS as the statute provides.

Trend: ▲

Is Anyone Better Off?

Measure: Number of veterans, unemployed and those receiving services that are hired, along with the credit amounts issued under each of these categories. This is a measure provided under the new JET statute. As DECD performs an audit of the new program, it will collect data to establish a baseline and subsequent changes from it. The following is breakdown of those categories.



Note: Information as of 2/1/13 – tax credit and employment information continues to be provided by applicants requesting to receive the tax credit for 2012.

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 assess how well the JET is moving the target groups into employment. Based on information received as of 2/1/2013, the trend is favorable.

Trend: ▲

Proposed Actions to Turn the Curve:

Over the next fiscal year, DECD will continue partner with other state agencies and NGOs (e.g., CEDF, HEDCO, CTC, seCTer) to publicize its assistance programs and the Job Expansion Tax Credit. DECD will deploy its 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. If necessary, DECD will also propose legislation to better enhance and target this program so that it is meeting the needs of Connecticut's employers and improving opportunities for its residents.

Data Development Agenda:

Over the next fiscal year and now that applicants are receiving the JET tax credit, DECD will develop a survey and sample JET applicants that have received the tax credit 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.

2013 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 affordable services to CT manufacturers and other small businesses. Programs for operational efficiencies identify areas for waste reduction. This allows companies to operate more efficiently, making them more competitive, financially sound, and able to retain employees. Further our programs for Growth offer opportunity for expansion, new technology, products and markets and ultimately the creation of new jobs.

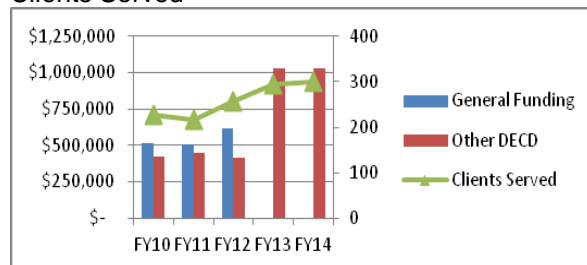
Program Expenditures	State Funding - General	DECD Funding - Other	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$ 613,700	\$ 413,789	\$ 1,027,489	\$ 0	\$2,054,978
Estimated FY 13**	\$ 0	\$ 1,027,489	\$ 1,027,489	\$ 0	\$2,054,978

****State funding proposal pending approval**

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

How Much Did We Do?

Clients Served



Year	General Funding	Other DECD	Clients Served	State per Client
FY10	\$ 518,889	\$ 426,511	227	\$4,165
FY11	\$ 511,437	\$ 448,563	215	\$4,465
FY12	\$ 613,700	\$ 413,789	257	\$3,998
FY13	\$ -	\$1,027,489	295	\$3,483
FY14	\$ -	\$1,027,489	300	\$3,425

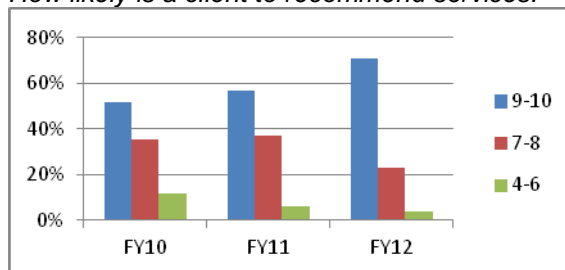
Story behind the baseline:

The increase in clients served for the same level of state funding is an upward trend. It shows we are managing our resources and costs effectively, choosing programs that work best for what the market needs.

Trend: ▲

How Well Did We Do It?

How likely is a client to recommend services:



Customer Ratings	FY10	FY11	FY12
9-10	52%	57%	71%
7-8	36%	37%	23%
4-6	12%	6%	4%

Story behind the baseline:

Per independent third party survey.

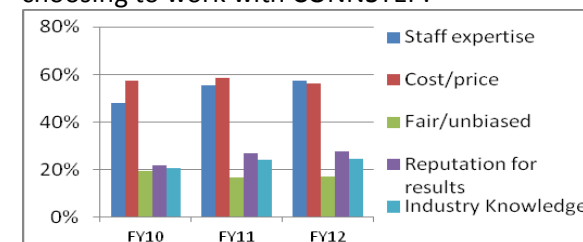
Satisfied customers are likely to make recommendations to their network. These clients tell success stories, thus supporting a strong business climate in the state.

Trend is up which also points to value being recognized.

Trend: ▲

How Well Did We Do It?

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



Factors in Decision	FY10	FY11	FY12
Staff expertise	48%	55%	57%
Cost/price	57%	59%	56%
Fair/unbiased	19%	17%	17%
Reputation for results	22%	27%	28%
Industry Knowledge	20%	24%	24%

Story behind the baseline:

Per independent third party survey.

A significant factor to customers is cost and 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.

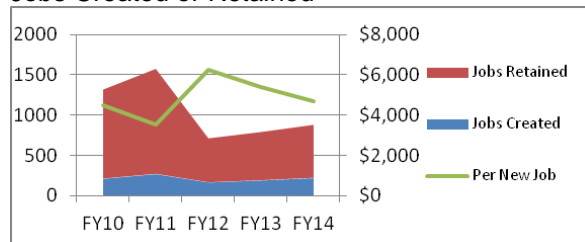
Trend: ◀▶

2013 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 Average Per New Job
	Created	Retained	
FY10	211	1,108	\$ 4,481
FY11	270	1,306	\$ 3,556
FY12*	164	547	\$ 6,265
FY13*	190	600	\$ 5,408
FY14*	220	660	\$ 4,670

Story behind the baseline:

Data per independent third party survey.

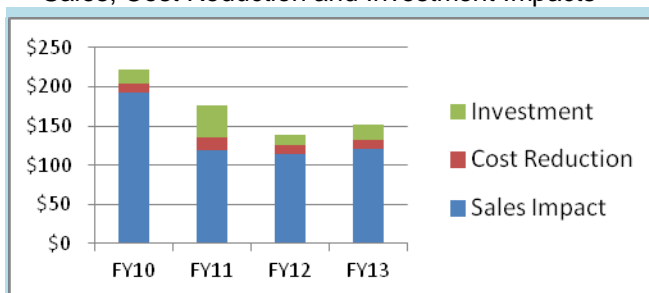
With a focus on growth and innovation, we are tracking funding on new jobs created. The hardest hit in job decline is reflected in FY12 (2011) when surveyed client projects reflected the significant manufacturing business decline. We see new jobs on the rise per metrics reported the first quarter FY13, by 30%. This agrees with our strategy on services for new sales and revenues adding capacity under operational efficiency programs. In predicting continued gains out to FY 14, indication is that we will recover back to where we were prior to the hardest decline.

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
FY10	\$192	\$12	\$18	\$221
FY11	\$119	\$16	\$41	\$177
FY12	\$115	\$10	\$14	\$139
FY13	\$125	\$10	\$14	\$149

Story behind the baseline:

Impact data per independent third party survey. Again in these metrics, the forecast that sales are rising and returning to more solid trends as they were in prior years. As companies remain consistent with cost reduction impacts, this indicates the shift to top line programs to level out from prior concentration only on bottom line focus.

We would expect to see investment on the rise in future periods out as companies look for expansion on facilities and equipment.

Trend reflects recent strong upward growth in Sales impacts.

Trend: ▲

Proposed Actions to Turn the Curve:

Our strategic plan is to provide not only operational training, but to add programs, currently underway, for top line growth and revenue generation. This will not only provide clients with tools to identify waste and strengthen their bottom line, but to leverage those measures that create excess capacity with new sales. Tackling the financial climate with additional sales from new markets, products, and clients will move in a positive direction and certainly prevent it from getting worse.

Continuing programs like “train the trainer” will not ignore the need to have expertise inside the organization to ensure sustainability.

For our organization to remain fiscally stable, the development of programs for other businesses and market sectors is important for revenue generation. Markets such as healthcare are seen viable as need exists for programs similar to Lean in manufacturing.

Data Development Agenda:

As CONNSTEP implements new programs for growth and innovation strategies, consideration is given to tracking measures. These results will be from longer term engagements rather than point of service projects which are collected in a much shorter period of completion. This will become part of our future balanced scorecard in conjunction with quantifiable measures. We have recently added new software and analytical tools for capturing metrics.

2013 Program Report Card: Residential Work Release – Department of Correction

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

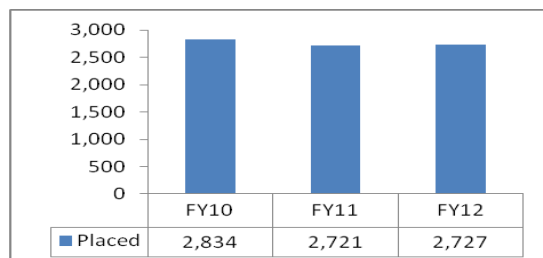
Contribution to the Result: DOC is able to supervise offenders within a controlled setting by placing them in halfway houses. The halfway house staff and other agencies provide job readiness, job-finding, and job retention services to the offenders. Included in job readiness is the offenders having identification, and are prepared for interviews. Job-finding involves matching offenders to existing job openings that fit his or her needs. Job-retention refers to offenders maintaining and having the ability to successfully participate in job interviews even when they face challenges.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$19,142,673.00	\$0	\$0	\$19,142,673.00
Estimated FY 13	\$19,805,945.00	\$0	\$0	\$19,805,945.00

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:

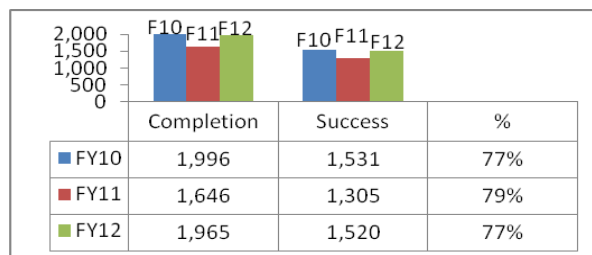
From FY10 to FY11, the 4% reduction in the halfway houses was due to a slight increase in the length of stay ((LOS) (145 days in FY10, 147 days in FY11, and 137 days in FY12)) and a temporary reduction in the number of offenders who could be placed in the halfway houses.

The reduction in offenders who could be placed in halfway houses resulted in a decline in the occupancy rates from FY10 (97%) to FY12 (92%). This was due to the fact that the sentenced population had been considerably reduced in the last several years. DOC will be closely monitoring the occupancy rates over the next several years.

Trend: ◀▶

How Well Did We Do It?

Percentage of successful completions



Story behind the baseline:

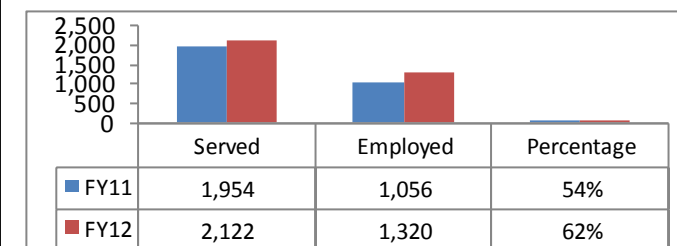
A successful completion occurs when a person discharges from a program without being arrested or remanded to custody.

In FY10, the agencies' completion rates ranged from 56% to 94% with a difference of 38%; there was a large decline in the difference from 38% to 25% in FY10 to FY11, and to 27% in FY12. This decrease in the difference was due to improved performance in previously low- performing agencies. However, this did not contribute a great deal to the overall reduction in the successful completion rate since the lower performing halfway houses were smaller.

Trend: ▲

How Well Did We Do It?

Average agency employment rate



Story behind the baseline:

We began collecting this data in FY11. "Served" refers to those who have completed the halfway house's period of orientation. It does not include those in a training or treatment program in lieu of an employment program.

We are very pleased with the increased number served and how well they were served, which is reflected in an 8% increase in the employment rate. This may be attributed to the hiring of employment specialists.

Trend: N/A

2013 Program Report Card: Residential Work Release – Department of Correction

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

Is Anyone Better Off?

Percentage with stable housing



Story behind the baseline:

We began collecting this data in FY11. Stable housing is achieved when a person discharges and/or completes a program and has obtained adequate housing. Also stable housing is when a person successfully completes and is released to a shelter with case management services.

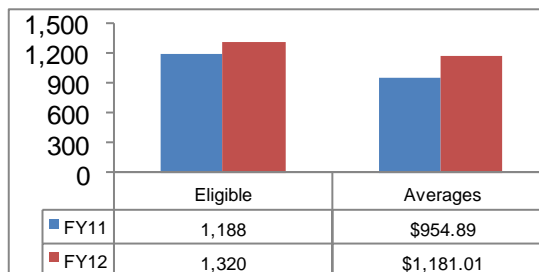
Unsuccessful outcomes are those that are discharged to a shelter with no case management services or discharged with no housing.

In FY11, 98% of the people housed were able to obtain stable housing. In FY12, we increased the numbers of successful completers to 1,520. The very high outcomes reflect that we were able to sustain our high rate of successful completions from FY11 to FY12.

Trend: N/A

Is Anyone Better Off?

Average bank account balance



Story behind the baseline:

We began collecting this data in FY11 to better determine the offenders' ability to obtain financial self-sufficiency. Eligible means those offenders who were able to be gainfully employed and were able to maintain a savings balance in preparation of their release from the halfway house programs.

Offenders in the halfway houses need to have savings to have financial self-sufficiency as part of the quality of life we were trying to achieve. We were able to increase the amount saved by 24%.

Trend: N/A

Proposed Actions to Turn the Curve:

Beginning FY13, \$200,000 was allocated to provide training, quality assurance, and evaluation of our community based program. In addition, DOC has taken steps to improve its comprehensive employment programs. Several counselors, a job developer, and four employment specialists were hired, as well as a new job center were added to our work-release halfway house programs.

DOC put together a Workforce Development Training for all agencies that are contracted with DOC that supplied employment services. This training was partially funded by DOC and the Annie E. Casey Foundation. We are currently in consultation with the National Institute of Justice, MDRC, and other researchers to incorporate new research findings for ex-offenders within halfway house programs.

The slight reduction in placements was a result of normal variation and a slight increase in length of stay. The relatively constant number of placements from FY11 to FY12 was due to offsetting effects of a reduction in length of stay and a temporary reduction in available offenders due to the retroactive applications.

Data Development Agenda:

We began collecting information on hourly wages on January 1, 2012. This information has helped to monitor individuals' financial self-sufficiency. We did not build in a mechanism to collect total hours worked per week. This is a short-coming that will be rectified soon.

2013 Program Report Card: Adult Education (Connecticut State Department of Education)

Quality of Life Result: All Connecticut residents succeed in education and are prepared for careers, citizenship and life.

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 12	\$20,612,980	\$5,652,748	\$19,783,741	\$46,049,469
Estimated FY 13	\$20,605,690	\$5,562,943	\$19,223,168	\$45,391,801

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

How Much Did We Do?

1. Number of learners enrolled in adult education.

	2008-09	2009-10	2010-11	2011-12
ABE	4,744	4,573	4,479	4,438
ASE	12,061	11,834	10,699	9,443
ESL	14,380	14,836	13,361	12,470

Story behind the baseline:

Over 26,000 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:

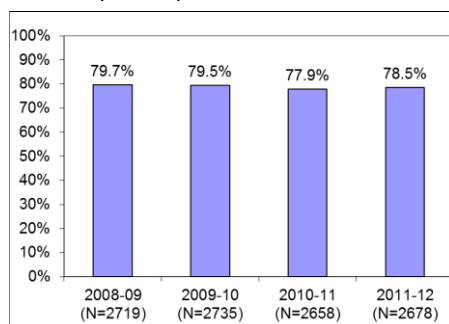
1. Adult basic education (ABE) programs serve learners with acute deficiencies in reading, writing and/or mathematics. These programs prepare learners for secondary level instruction and enhance other life and work outcomes.
2. Adult secondary education (ASE) programs help learners to attain a high school diploma through three pathways.
3. English-as-a-second language (ESL) programs assist individuals with severe English deficiencies to improve their English language skills in order to enhance employment, attain citizenship and become involved with their children's schooling.

FY 2011-12 is the second year of declining enrollment in ASE and ESL. Potential causes include declining population and a higher minimum age (i.e. 17) for withdrawal from school. Analyses reveal that the enrollment of learners under 18 years of age declined by 30% over two years while those 60 and older increased by 17%.

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:

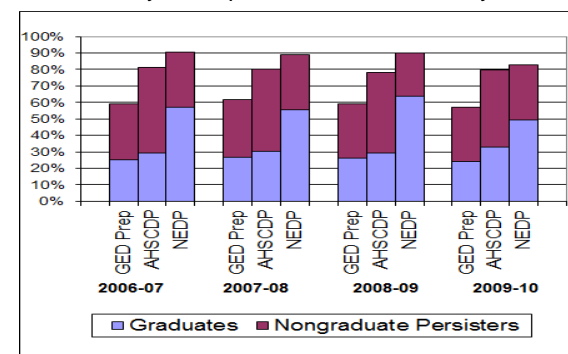
ABE learners are administered a pre-test in reading, writing and/or math at entry and instructed in the area(s) needing improvement. Learners who attend sufficient hours are also administered a post-test. A majority of these ABE learners demonstrate progress. Since learners participate voluntarily, not all are post-tested. Connecticut's post-test rate in ABE of 63% continues to exceed the national average.

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: ◀▶ (sustained high performance)

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 3,500 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 2009-10.

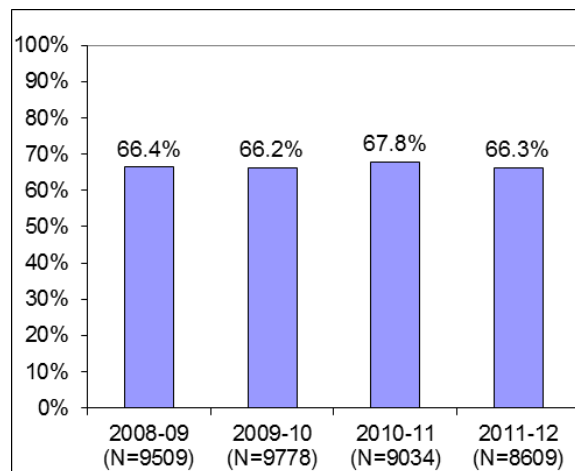
Trend: ◀▶

2013 Program Report Card: Adult Education (Connecticut State Department of Education)

Quality of Life Result: All Connecticut residents succeed in education and are prepared for careers, citizenship and life.

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:

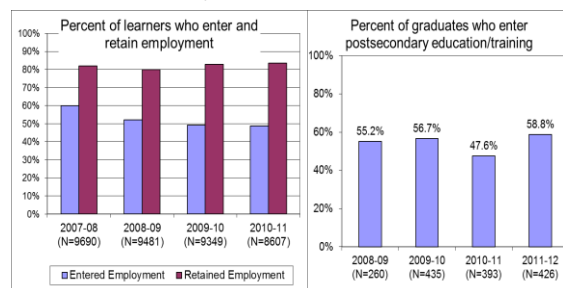
ESL learners are administered a pre-test in reading, writing and/or listening at entry and instructed in the area(s) needing improvement. Learners who attend sufficient hours are also administered a post-test. A majority of these ESL learners demonstrates progress; this performance has evidenced a statistically significant increase over the past four years. Since learners participate voluntarily, not all are post-tested. Connecticut's post-test rate in ESL of 74% continues to exceed the national average.

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?

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



Story behind the baseline:

Employment Outcomes

The employment rates have remained steady over the past two years. 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

After a dip in 2010-11 when adult education graduates may have chosen to defer the financial commitments of postsecondary enrollment in a down economy, the postsecondary entrance rate increased in 2011-12 to 59%. These data are a proxy; they do not represent all adult education graduates but only those with the goal to enter postsecondary that conforms to the current federal reporting requirement. Beginning with 2012-13, the U.S. Department of Education is requiring all states to report on the postsecondary outcomes for all adult education graduates.

Trend: Entered Employment ◀▶

Trend: Retained Employment ◀▶

Trend: Postsecondary Entrance ▲

Proposed Actions to Turn the Curve:

- Encourage and support greater intensity and duration for classes in order to increase learner attendance. (*Measures 2 and 4*)
- Encourage local adult education providers to explore marketing techniques to reach out to individuals in need of adult education services in their communities. (*Measures 1-5*)
- Encourage programs to collaborate 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 through the utilization of federal adult education funds, the integrated basic education and skill training (I-BEST) model. IBEST provides opportunities for low-skilled learners to accelerate learning gains and attain an industry credential. (*Measures 2-5*)
- Explore flexible enrollment options to expand the participation of AHSCDP learners in the CT Adult Virtual High School online courses. (*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 among adult education students. (*Measure 5*)
- Continue to support programs that help learners transition from adult education to postsecondary education/training. (*Measures 3-5*)

Data Development Agenda:

- Continue to 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*)

2013 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.

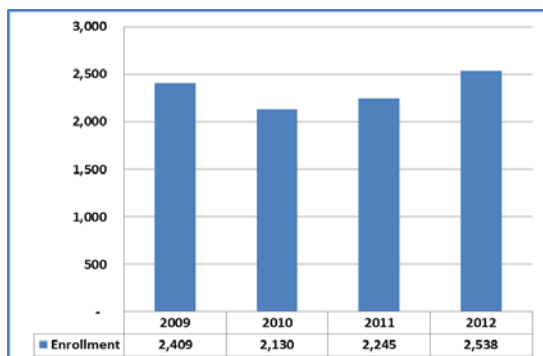
Contribution to the Result: To reduce offender long-term recidivism by introducing and developing the skills necessary for clients to both obtain and retain employment. Employment provides pro-social and structured activity that reduces offender risk of recidivism. The employment program teaches the 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 12	\$1,500,000	\$0	\$0	\$1,500,000
Estimated FY 13	\$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 \$18,515,292)

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

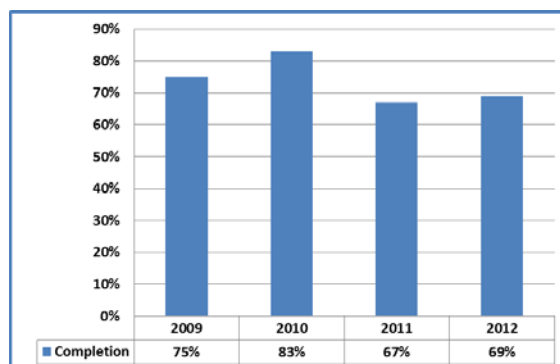
How Much Did We Do? Number Enrolled in Employment Services 2009-2012



Story behind the baseline: The number of persons referred for employment services at the AIC 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 which limited referral capacity during the transition. In 2012 the number jumped to a 4 year high for referrals. This increase was due to a policy change within CSSD mandating that probation officers refer all unemployed clients to employment services when all other mitigating factors that act as a barrier to employment have been addressed. The probationer unemployment rate impacts the number of potential clients that may be referred.

Trend: ▲

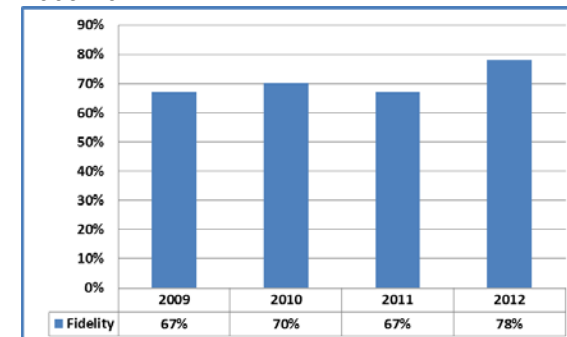
How Well Did We Do It? Percent Completing Employment Services Group, 2009-2012



Story behind the baseline: The percentage of clients completing the employment curriculum declined in 2011, but improved in 2012. This shift is attributed to adoption of an enhanced nine session curriculum from the previous four session curriculum. While the completion rate is still below the 75 percent goal, the positive trend in completion rate is expected to continue as programs adapt to the new enhanced curriculum. The enhanced employment group is designed to provide clients with the skills to be more marketable in their job search and promote job retention.

Trend: ▲

How Well Did We Do It? Provider Proficiency (Quality Assurance), 2009-2012



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 significant improvement to 78%, which is just 2% below the goal of 80%. This is largely due to staff becoming increasingly skilled with the new employment curriculum that was created and implemented during 2010.

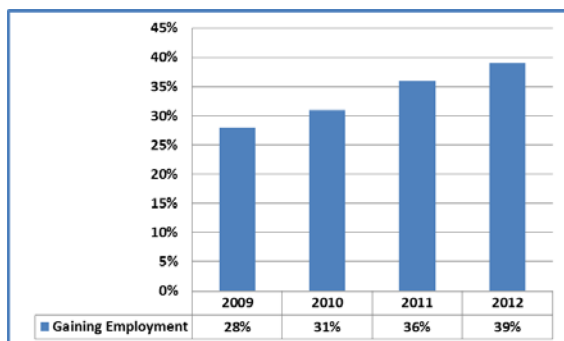
Trend: ▲

2013 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, 2009-2012

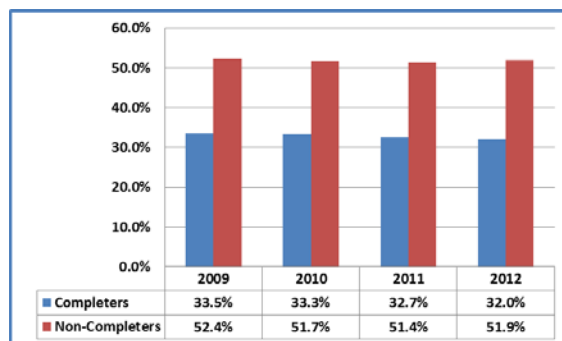


Story behind the baseline: This performance measure examines the rates at which clients that participate in Employment Services obtain employment prior to discharge from the AIC. Despite the economic downturn, this measure has continuously improved from 2009 through 2012. While the ambitious goal of 50% has not yet been achieved, 2012 performance reached the highest level (39%) in the past five years as a result of persistent employment initiatives.

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 discharge. Due to an adjustment in calculation methodology adopted in 2012, the numbers in this report card differ from those presented in the 2011 Report Card. In the past four years, there has been a downward trend in re-arrest of AIC completers, with a modest reduction each year. Fewer AIC participants being rearrested directly affect community safety.

Trend: ▲

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

- Review individual AIC program employment initiatives and job development practices;
- Develop AIC job developer training and development program to enhance skills pertaining to responsibilities outside of employer outreach;
- Standardize job development component of the AIC to be consistent statewide and using the most promising practices from each individual location
- Enhance involvement with the regional Workforce Development Boards to design a process for working in collaboration to achieve the best outcomes for AIC clients
- Join Hartford Jobs Funnel Advisory Committee to ensure that AIC clients have maximum access to the program;
- Develop client internship possibilities with area employers to allow AIC clients opportunities to develop skills and gain experience while job searching

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

2013 Program Report Card: Care 4 Kids – Department of Social Services

Quality of Life Result: Children birth to age 9 grow up in a stable environment, safe, healthy, and ready to succeed.

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.

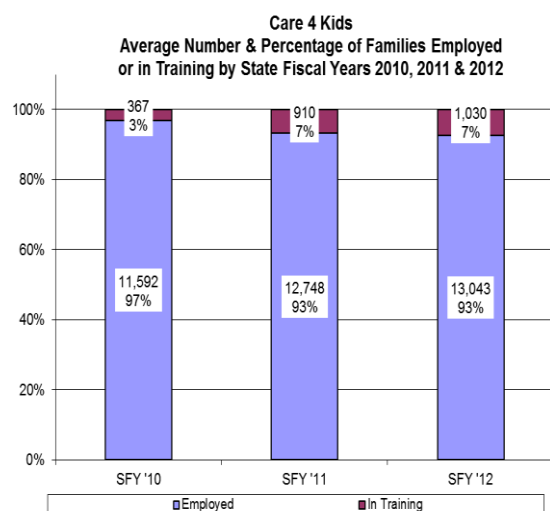
Program Expenditures	State Funding	Federal Funding*	Total Funding
Actual FY 12	100,085,828		100,085,828
Estimated FY 13	97,038,713		97,038,713

*The state receives federal reimbursement. In FY 12, \$41.9 million was received in federal dollars. It is estimated that in FY 13, the state will receive \$41.9 million in federal dollars.

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

How Much Did We Do?

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

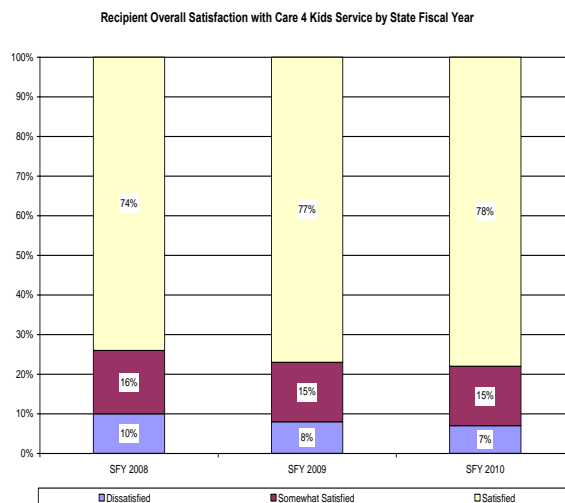


Story behind the baseline: Low and moderate-income families who are working and at risk of becoming eligible for TFA, teen parents who are attending high school, and families receiving TFA who are participating in an approved training program, working, or have recently transitioned off of TFA continue 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.

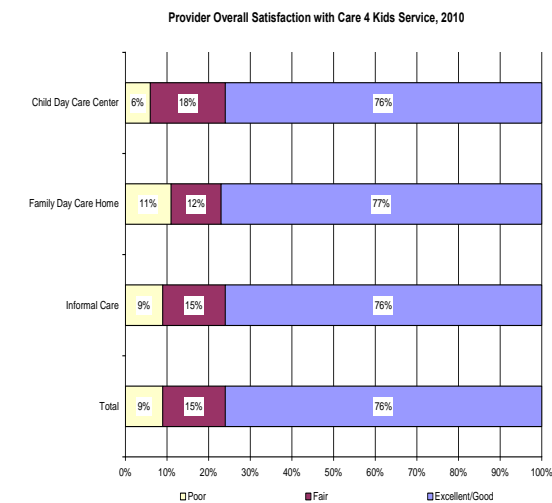


Story behind the baseline: Independent 2010 survey covers all aspect of program operations, from responsiveness to ease of gaining and maintaining program eligibility. Complaints often center on need for higher reimbursement rate or change in program eligibility to allow higher income families to participate.

Trend: ◀▶

How Well Did We Do It?

Providers' experience – provider response to yearly satisfaction survey.



Story behind the baseline: Independent 2010 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.

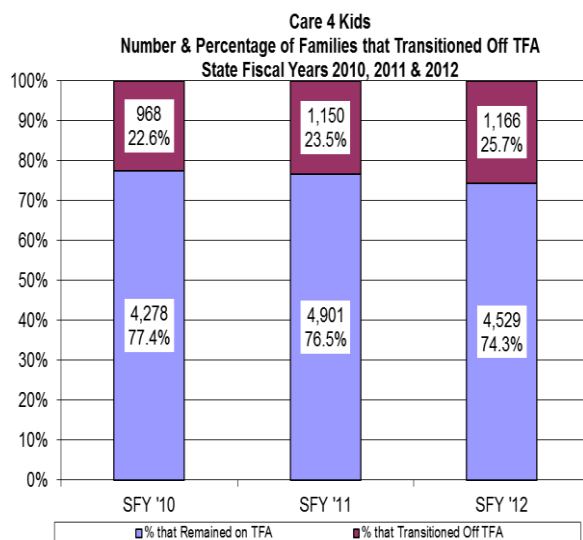
Trend: ◀▶

2013 Program Report Card: Care 4 Kids – Department of Social Services

Quality of Life Result: Children birth to age 9 grow up in a stable environment, safe, healthy, and ready to succeed.

Is Anyone Better Off?

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



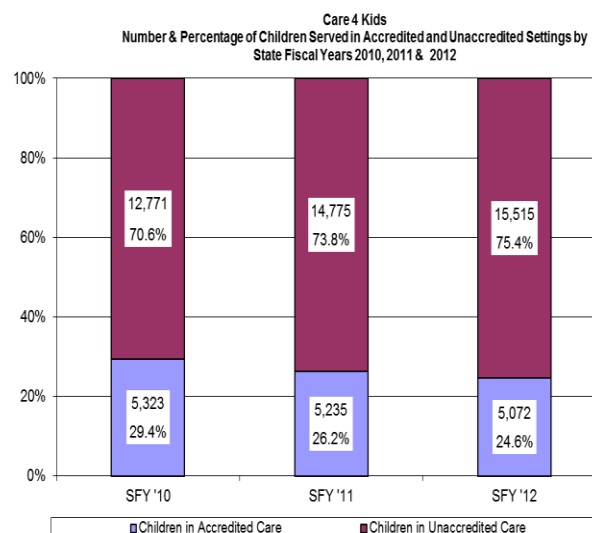
Story behind the baseline:

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 – number and 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 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 methods to support family day care homes to become accredited and 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.
- The Early Childhood Education (ECE) State Advisory Council, Professional Development/Workforce workgroup will be developing a framework of competencies for the ECE workforce. Results will help to inform the development of Connecticut's Workforce Core Knowledge and Competency Framework.
- The ECE State Advisory Council Quality Rating and Improvement System Workgroup to provide recommendations on the establishment of QRIS to help provide families with information to make informed choices and provide programs tools to improve quality.

Data Development Agenda:

Analyze the percentage of eligible working families in the state that could be eligible for Care 4 Kids assistance to examine 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, or other.

The department plans to develop new reporting variables such as the length of stay while receiving TFA and Care 4 Kids.

2013 Program Report Card: Incumbent Worker Training (Connecticut Department of Labor)

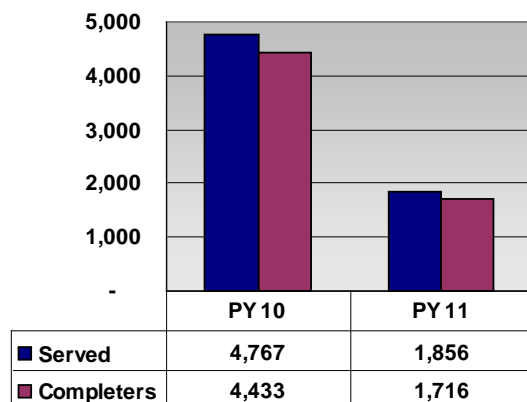
Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency

Contribution to the Result: The 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 10 (7/1/10 – 6/30/11)	\$ 450,000	\$ 703,391		\$ 1,153,391
PY 11 (7/1/11 – 6/30/12)	\$ 427,500	0	\$ 372,500*	\$ 800,000
* Funding through Early Warning System (EWS) Grant				
Partners: Workforce Boards, together with CTDOL Business Service Units engage employers: Community Colleges, Adult Education				

How Much Did We Do?

of Participants Served and Program Completers



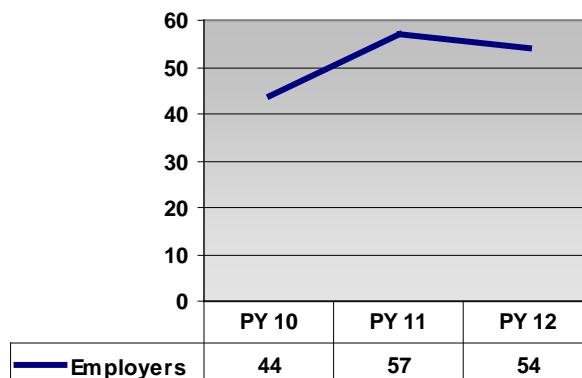
Story behind the baseline:

The incumbent worker training (IWT) is designed to train employed workers and keeping employers competitive. The graph indicates clearly the impact that reduced funding has on the number of participants receiving and completing IWT programs. In PY10, Connecticut received approximately \$1.1m in state and federal funds, which resulted in more than 4,700 participants and 4,400 training completers. Consequently, the loss of federal funding in PY11, had a direct impact on the state's workforce investment system to serve an ever-increasing customer base. The lack of federal funding in PY11, resulted in a 31% total funding decrease to the state, a 61% decrease in participants served and a 62% decline in training program completions.

Trend: ▼

How Much Did We Do?

of Employers Served



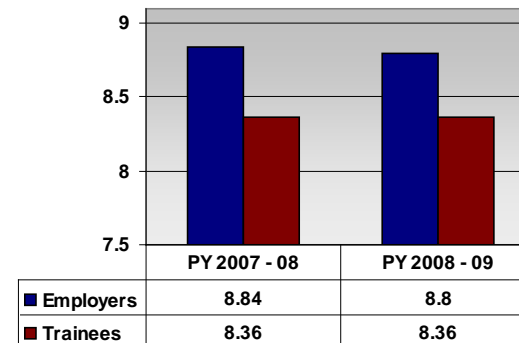
Story behind the baseline:

Even with the significant decrease in federal funding for IWT, Connecticut was able to realize a nearly 30% increase in participating employers. Although the number of trainees has declined, the data indicates an increasing interest in the need for IWT by the state's employers. This could represent the employer's need to upgrade the skills of their existing workers to remain competitive and/or expand into new or emerging markets. We anticipate in PY12*, which ends on June 30, 2013, the continuation of the trend of an increasing number of employers taking advantage of the IWT program.

Trend: ▲

Is Anyone Better Off?

Customer 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 and Accountability unit; however the Agency recognizes that this data is invaluable to telling the story of the importance of a comprehensive Incumbent Worker Training program and will reinstitute this activity.

Trend: ◀▶

2013 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 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.

Proposed Actions to Turn the Curve:

Drastic decreases in Federal funding forces the CTDOL to provide more flexibility by permitting the use of a sliding scale based on the size of the business. Previously, participating employers were required to provide a minimum of 50% cash or in-kind contribution to cover the program's cost. Recognizing that IWT is an important strategy for economic recovery, business participation has steadily increased. Although targeted sectors remain a priority: Advanced Manufacturing, Allied Health and Green Industries/Technologies, CTDOL continues the use of IWT for businesses in need of upgrading the skills of their employees to remain competitive. IWT assists businesses with building a talent pipeline of workers and by increasing employees' skills and productivity to create opportunities for advancement within the company. They are, but not limited to the following industries: retail/wholesale trade, construction, services, telecommunications, utilities, insurance and transportation and warehousing. Some of the courses offered include, but are not limited to:

- Survivorship Training and Rehab Oncology
- LED Standards, Installation and Testing
- Internal Auditor
- Environmental OSHA
- Medical Coding
- Strategic Finance for Small Business
- Solar PV Installation
- Developing a Green Culture

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, such as small business. Also we will encourage greater leveraging of dollars with local workforce investment board formula WIA funds.

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 newly staffed and provided with additional resources. Several staff from the Performance and Accountability unit will be directly assigned to performance reporting. This will enable the Agency to collect pertinent data such as the number of program completers achieving a credential or certificate. We also anticipate the reinstatement of a data capturing system to collect information on measures of employee and employer satisfaction, training completion, and retention rates for employees who successfully completed training through the program.

2013 Program Report Card: Jobs First Employment Services Program - Department of Labor

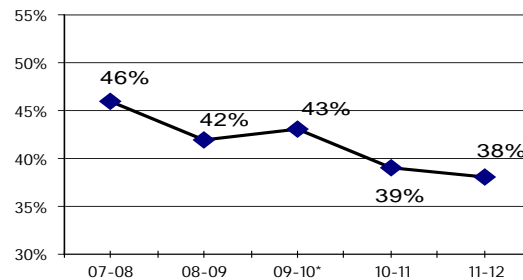
Quality of Life Result: All Connecticut working age residents have jobs that provide financial self-sufficiency.

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) to assist them in becoming and remaining independent of assistance through employment.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$16,854,749	0	0	\$16,854,749
Estimated FY 13	\$16,774,599	0	0	\$16,774,599

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.

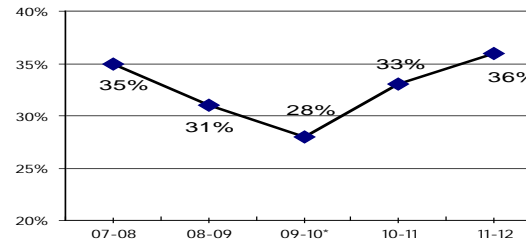
Performance Measure 1: Number of participants to obtain employment during the State Fiscal Year.



Time Period SFY	Caseload	Obtained Employment	
		#	% of Caseload
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	6,437	39%
2011-12	15,742	6,046	38%

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. The current economic climate has also impacted the number of participants that obtained employment during SFY11 and SFY12. Trend ▼

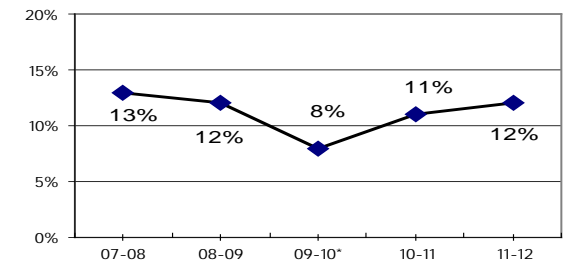
Performance Measure 2: Number of participants and percentage of JFES caseload to obtain employment with wages higher than the cash benefit that they receive during the State Fiscal Year.



Time Period SFY	Caseload	Wages Above TFA	
		#	% of Caseload
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	5,449	33%
2011-12	15,742	5,712	36%

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 JFES services ends. Despite the drop in the percentage obtaining employment, the level of wages for those employed increased. The increase in the minimum wage on January 2010 and an increased emphasis on quality job placements has contributed to this increase of jobs with higher wages. Trend ▲

Performance Measure 3: # 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
2007-08	15,915	2,105	13%
2008-09	16,704	1,961	12%
2009-10*	11,713	897	8%
2010-11	16,490	1,793	11%
2011-12	15,742	1,883	12%

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. Despite the decline in the percentage obtaining employment, the number of JFES participants obtaining jobs with wages that are higher than the federal poverty level (FPL) has increased. JFES provides some vocational skills training with JFES funding and with leveraged resources. The increase in the minimum wage on January 2010 and an increased program emphasis on quality job placements has contributed to this improvement in wage rates. Trend ▲

2013 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 individual employment plans whenever possible within federal requirements and state resources.
- Develop a method of collecting data on educational achievement and vocational skills credential attainment of participants while in JFES.
- Continue to emphasize quality employment placements in addition to meeting the Federal TANF work participation requirements when issuing performance reports to contractors.
- Issue contract performance reports on employment measures to contractors on a more frequent basis.
- Continue to coordinate with other programs and agencies to maximize existing resources such as leveraging training vouchers through the Workforce Investment systems, STEP UP subsidized employment opportunities, grants for training in health care occupations, adult basic education and ESL classes through local adult basic education programs and specialized employment services through the Department of Rehabilitation Services.
- Implement standardized in-depth JFES employment assessments including interest and career inventories.
- Within appropriations, continue to develop core competencies of JFES staff and provide training on the latest approaches to service delivery and on the resources available to assist JFES customers to overcome barriers to employment.

2013 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.

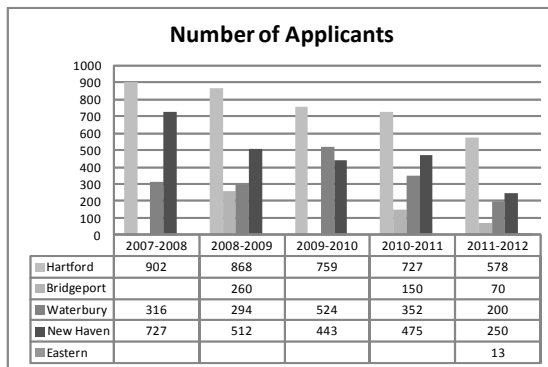
Actual FY12 Program Expenditures: State Funding: \$403,750 Federal Funding: \$1,378,423 Other Funding: \$1,152,780 Total: \$2,934,953

Estimated FY13 Program Expenditures: State Funding: \$425,000 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.



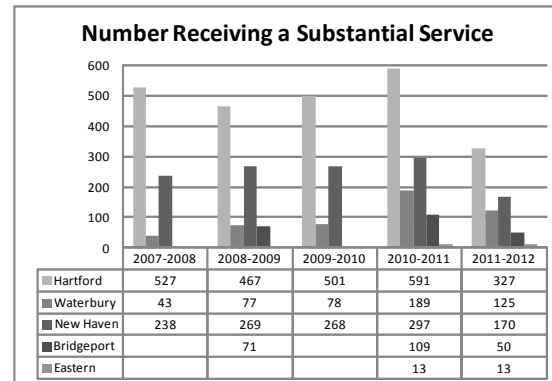
Story behind the baseline: The Jobs Funnels serve individuals facing significant barriers to employability. The majority of applicants: are long-term un-/under-employed with limited work histories and incomes below the poverty level. They are often basic-skills deficient; are predominantly 25-35 year-old Black or Hispanic males; and many are parents of young children. A significant number have had contact with the criminal justice system. The focus is on individuals interested in construction careers. After assessment and screening, unprepared applicants are referred to Adult Education or WIA programs including the CTWorks One-Stop offices. The Eastern CT WIB launched a Jobs Funnel this fiscal year expanding the reach of this program. 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. However, the total number of applicants appears to

have declined. In fact, the apparent decline is due to changes in the method for counting applicants to more accurately reflect new participants. Previous years had included participants who were carried over from the prior program year.

Trend: ◀▶

How Well Did We Do It?

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



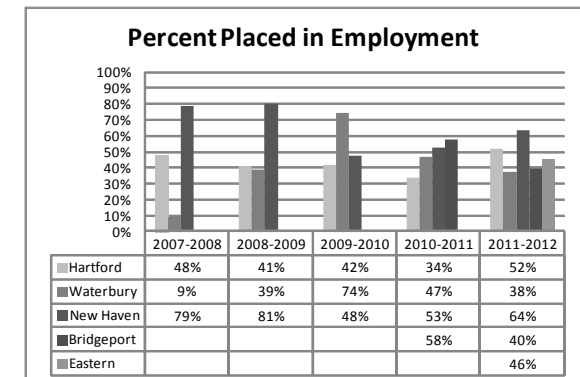
Story behind the baseline: The Funnels continue to improve the effectiveness of their targeted outreach and recruitment efforts. The percentage of applicants receiving substantial services, as participants in the Jobs Funnels programs, was 62 percent (685). This demonstrates that along with the launching of new Funnels the programs targeted a high percentage of appropriate individuals as applicants.

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. A mix of 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 substantial services improved overall for the statewide program compared to prior years. The statewide aggregate placement rate of 50% is up from the previous year at 43% and more consistent with earlier years.

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

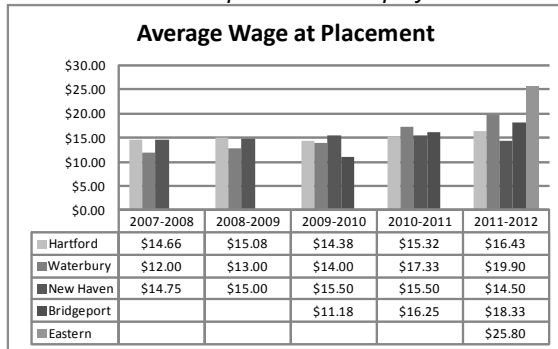
The placement rate is a significant achievement in an economy where construction activity and construction employment opportunities have been sluggish due to continuing difficulties in the economy.

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. The statewide Jobs Funnels job placement rates are up for some regions but not others in FY12.

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.

Reported hourly wages for Funnel participants (\$14.50 - \$25.80¹) translate to approximately \$30,160 to \$53,664 if the hourly rate is annualized using 2,000 hours as the multiplier. This weekly rate cannot be translated into an annual wage based on working 50-52 weeks, since it is typical for construction workers to be off for a month or so during the course of the year.

Construction jobs pay better than most other jobs with comparable skill levels. Funnel participants placed in unionized jobs in construction have higher wages than those in non-union construction and usually receive benefits.

Trend: ▲

Proposed Actions to Turn the Curve:

OWC will convene 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 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:

¹ Eastern CT trained participants to fill a specific regional need leading to higher than usual wages.

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 FY12-13 comprises two key elements:

1. Expand 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 CT DOL OWC will work with the Funnel's to strengthen the consistency of info while recognizing each Funnels' uniqueness. OWC will establish a set of common procedures as a means 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.

2013 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.

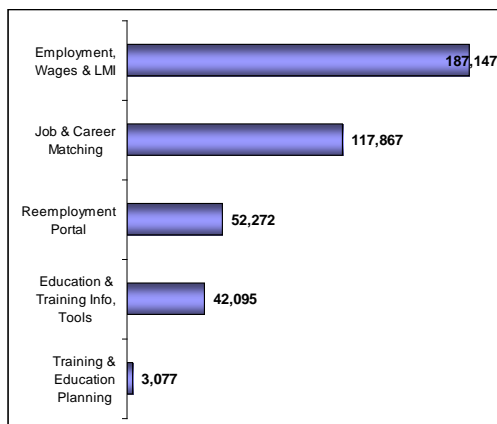
Contribution to the Result: The Office of Research at the Connecticut Department of Labor provides information and analysis about the current economy and workforce and makes projections about the future economy and workforce demand that help employers plan and make choices about their future that maximize 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 12	802,400	1,969,000	0	2,771,400
Estimated FY 13	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 2012 (due to changes in web metrics software, these values are not comparable to 2011)



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 to 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. The Visitor data above show how many people come to our sites annually seeking information.

Trend: N/A

How Well Did We Do It? (Due to changes in web metrics software, these values are not comparable to 2011)

Top Ten LMI Site Traffic Areas 2012 (Page Views)

1 Education & Training Connection	628,934
2 General LMI Trends	454,753
3 Job & Career Connection	449,137
4 Employee Search	209,196
5 Unemployment statistics	58,964
6 Occ Emp & Wages	57,146
7 Other Publications	45,275
8 Job Seekers Guide	22,158
9 Labor Situation	12,589
10 Current Employment Statistics	12,318

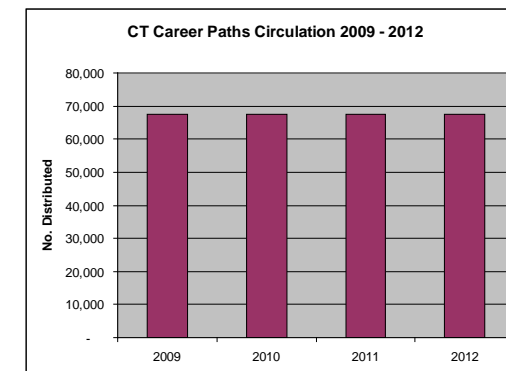
[Getting the word out: Who uses our data and how].

Story behind the baseline:

The table above measures page views by content area to the client type who is using our information by *identifying what information is accessed and how intensely the content is used*. E.g., 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. Education & Training Connection and Job & Career Connection are typically used by job seekers and students. 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 and others 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: ◀▶

2013 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:

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 have reinstituted the "Legislative Report Card" data sharing agreements after overcoming the FERPA related obstacles to this process. While there is no measures for this, it is a success that will allow the Connecticut Employment and Training Commission (CETC) to produce the report card that has been on a two-year hiatus.

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. A new technology and survey design for LMI customers is being tested in several states across the country. If the outcomes are favorable, CT will adopt and adapt this survey tool

In addition to providing information for job seekers, we also provide information for policy makers, educators, 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.

Proposed Actions to Turn the Curve:

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.

Data Development Agenda:

Research is working with the Board of Regents and the State Department of Education to institute a pilot program permitting the linking of student records across the P – 20 spectrum and DOL wage records as these people enter the workforce. This "longitudinal data system" will enable research that links student outcomes in the education system with success in the workforce, while protecting the confidential personally identifiable information of individuals. The pilot is scheduled for implementation in August of 2013.

2013 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

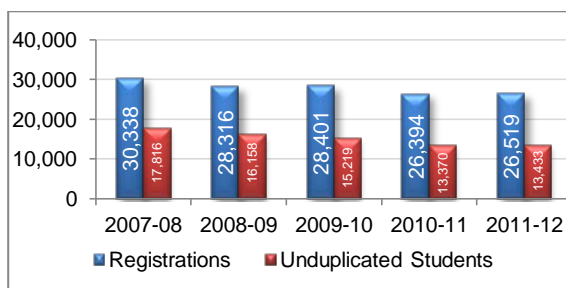
Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$2,427,336	\$132,620	\$2,590,933	\$5,150,889
Estimated FY 13	\$2,427,336	\$132,620	\$2,590,933	\$5,150,889

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 FY13 are estimated at FY12 levels.

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

How Much Did We Do?

Annual Non-Credit Workforce Development Registrations and Unduplicated Students



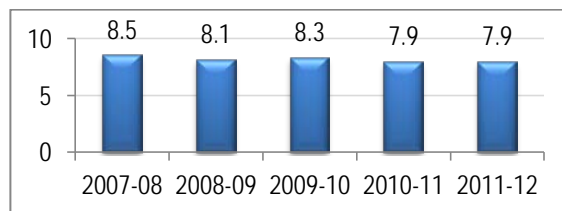
Story behind the baseline:

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



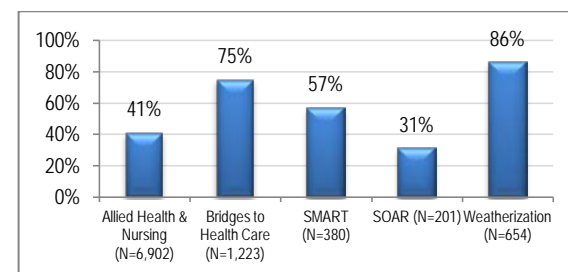
Story behind the baseline:

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, 2005-2012



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

2013 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 2005-2012

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 2005-2012

Type of Grant	Employed (N)	Avg. Annual Wages
Allied Health & Nursing	1,654	\$57,740
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.

2013 Program Report Card: Degree & Certificate Programs (Board of Regents for Higher Education: State Universities)

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 degrees and certificates have a better chance for employment, further education, and/or advancement than those with just high school diplomas.

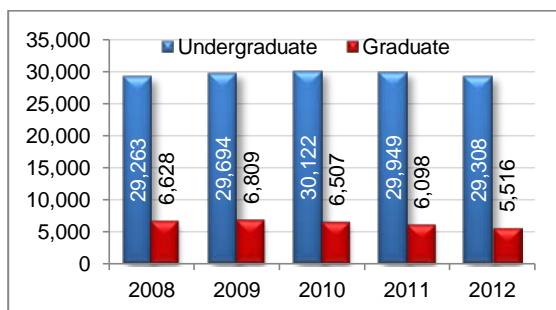
Program Expenditures (in millions)	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$239.9	\$45.0	\$280.8	\$565.8
Estimated FY 13	\$227.9	\$46.4	\$289.8	\$564.1

Total funding excludes expenses for research, public service, and auxiliary enterprises. Disaggregation by funding source estimates funding source allocations based on proportion of total revenue. FY13 estimated based on 5% reduction in state funding, 3.2% increase in tuition and 3% increase in Pell grants.

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?

Full-Time Equivalent (FTE) Enrollment in Undergraduate and Graduate Programs



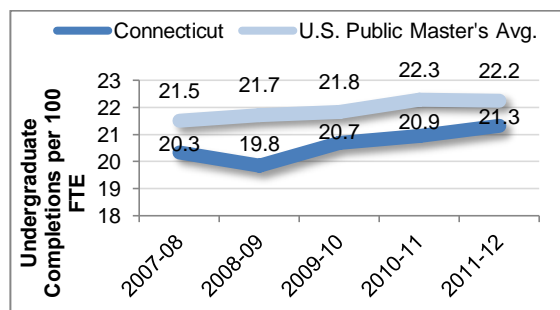
Story behind the baseline:

Following a gradual increase in undergraduate enrollment in the 2000s, undergraduate enrollment has crested and begun a decline, largely as a result of fewer graduates emerging from Connecticut high schools. Graduate enrollments are at their lowest point in decades and exhibited a 9% drop alone in the past year. These changes amount to a reduction of more than \$6 million in revenue from tuition and fees. The Board of Regents has contracted with Maguire and Associates to assist with enrollment management and planning for all 17 institutions to ensure long-term sustainability for the institutions.

UG Trend: ▲► **UG Trend:** ▼

How Well Did We Do It?

Undergraduate Completions per 100 FTE Degree-/ Certificate-Seeking Undergraduates



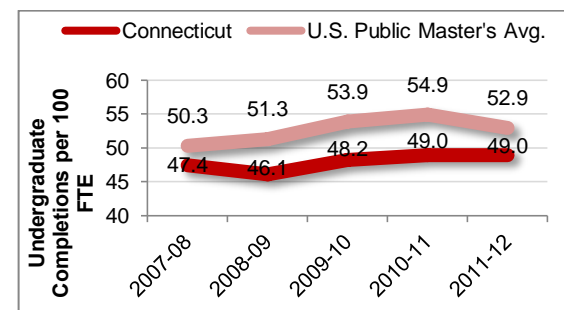
Story behind the baseline:

Undergraduate degrees and certificates awarded by the state universities have increased 27% over the past decade mirroring the enrollment increase. In recent years, the number of undergraduate completions per 100 FTE degree- or certificate-seeking undergraduate students has increased modestly, although still remains below the national average for similar institutions. Connecticut's ranking on this measure was #26 out of the 45 states that have public master's institutions. By comparison, Maryland ranked #4 (26.7), New Jersey ranked #7 (25.5), and Massachusetts ranked #24 (21.6).

Trend: ▲

How Well Did We Do It?

Graduate Degree or Certificate Completions per 100 FTE Graduate Students



Story behind the baseline:

[NOTE: graduate and undergraduate completions per 100 FTE are not comparable]

Completions of graduate degrees and certificates per 100 FTE graduate students have also risen over the past five years, indicating improvement in student success. This increase among the state universities, has mirrored the improvement of the sector overall. Connecticut's ranking on this measure in 2012 was #30 out of the 45 states that have public master's institutions. By comparison, Maryland ranked #14 (56.9), Massachusetts ranked #23 (51.7), and New Jersey Ranked #29 (50.3)

Trend: ▲

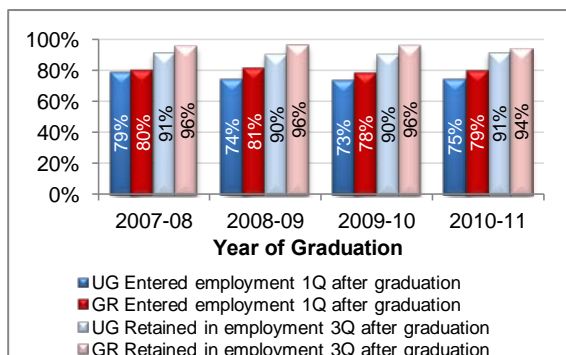
2013 Program Report Card: Degree & Certificate Programs (Board of Regents for Higher Education: State Universities)

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

Is Anyone Better Off?

Employment Rates

Completers Entering Employment in CT and Retained for 6 Months



Percent retained in employment uses percent employed in Q1 as basis. Students employed out-of-state or pursuing further study are not included

Story behind the baseline:

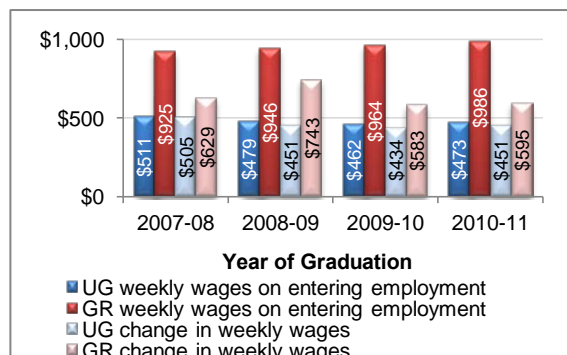
The slight downward trend in the indicator for undergraduates reflects deterioration of economic conditions. Individuals completing graduate awards exhibit slightly higher and more stable rates of employment in Connecticut. The proportion of completers retained in employment has remained stable in the 90-91% range for undergraduates and 94-96% for graduates, suggests that once students find jobs, they stay in them at the reasonably high rates. Large proportions of undergraduate and graduate students work while they are completing their studies, and so these figures may simply represent continuation in employment while in school.

UG Trend: ▼ GR Trend: ◀▶

Is Anyone Better Off?

Average Earnings

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



Change in wages is measured from prior to entry into program. Average undergraduate completion time is roughly 5 years for first time students and 3 for transfers.

Story behind the baseline:

Average weekly wages upon entering employment has declined for undergraduates but risen for graduates. Because most undergraduates were not working full-time prior to entry, the change in wages largely reflects entry wages. By contrast, students completing graduate awards typically have careers prior to entry and have substantial earnings. It is not clear from the way the data are measured the extent to which salaries of graduate students rise over the course of their program as opposed to sharply rising following program completion.

UG Trend: ▼ GR 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) focus on enrollment management strategies that not only attract students likely to success but also provide support to encourage their success
- 3) better articulation with two-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.

2013 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.

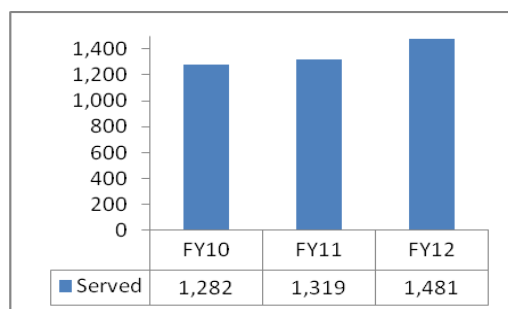
Contribution to the Result: Employment services assist released offenders from DOC to obtain and maintain employment. Services include employment readiness, job-finding, and assistance in maintaining employment. Barriers, which include a need for identification, transportation, and clothing are identified and addressed.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$2,055,138.00	\$0	\$30,000	\$2,085,138.00
Estimated FY 13	\$3,642,220.00	\$0	\$0	\$3,642,220.00

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



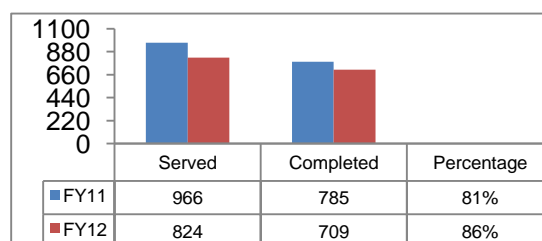
Story behind the baseline:

From FY10 to FY12, the number served in employment services increased by 15.5%. We believe this reflects the increased efforts that our providers are making to assist offenders with employment.

Trend: ▲

How Well Did We Do It?

Percentage completed job readiness



Story behind the baseline:

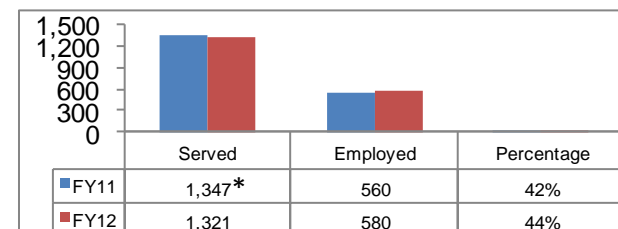
We began to collect this data in FY11. "Served" refers to those offenders participating in job readiness programs. Offenders are counted as "completed," if they finished all of the training in the program. Those who obtained employment or stopped the training because they obtained employment are also considered completed.

In FY11, there was an 81% completion rate, which was anecdotally high compared to reports from other states' criminal justice programs. In FY12, this percentage increased by 5% to 86%. We will continue to work with the providers to maintain, if not improve, the program completion rate.

Trend: N/A

Is Anyone Better Off?

Percentage obtained employment



Story behind the baseline:

We began to collect this data in FY11. In FY12, the percentage of those employed rose from 42% to 44%. We think this is due to the hiring of employment specialists.

Last year we reported a large range of outcomes. We have recently discovered this was most likely a data reporting issue that did not in fact reflect poor service delivery.

*On the FY11 RBA Report Card, the number reported that obtained employment was 1,319. There were 28 more served in FY11 which was not reported making the total served to be 1,347.

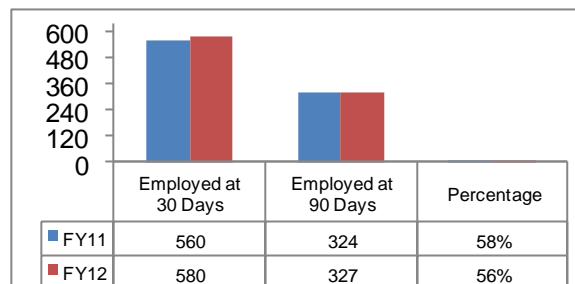
Trend: N/A

2013 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



Story behind the baseline:

We began collecting this data in FY11. We included this information in the “Is Anyone Better Off?” section because maintaining employment is predictive of lower rates of recidivism. We need to help offenders **obtain** employment. Often, an even more daunting challenge is to help them **maintain** employment. In both fiscal years FY11 and FY12, about two-thirds of the offenders who were employed at least 30 days maintained their employment at the 90th day mark.

Given the generally poor employment history of these individuals, we are pleased with this level of job retention. The data from FY11 and FY12 will provide a good baseline to measure our performance.

Trend: N/A

Proposed Actions to Turn the Curve:

In October 2012, DOC put together a Workforce Development Training for all program providers that supplied employment services. This training was partially funded by DOC and the Annie E. Casey Foundation. The plan is to conduct another Workforce Development Training for all of our providers in the near future.

During FY13, DOC funded 4 additional full-time employment specialists for our nonprofit partners. In addition, DOC added a second job developer. The hiring of employment specialists made a significant change in the number of those employed and those maintained employment. As time goes on, we expect to reap the benefits from the additional job developer as the number of prospective employers increase.

Data Development Agenda:

Beginning January 1, 2012, we began collecting information on hourly wages in an attempt to address financial self-sufficiency. We failed to report on the total hours worked. This is a limitation we will soon correct.

After a thorough review of the data received for this report card, several limitations were noted. We learned that the percentage employed includes both individuals who participated in job readiness and a smaller number who did not. Given the current way the data is collected it cannot be disaggregated. This is a limitation we will correct. We have made the decision to take steps to implement a web-based data system which we expect will lead to both better data collection and increase the ease of reporting by our non-profit providers. Our understanding had been that we were reporting employment levels 30 days after a person was enrolled. We noted that about two-thirds employed at 30 days were still employed at 90 days. In actuality, the “Employed at 30 days” mean 30 days after landing a job, not 30 days after enrolling in the program. We need to report both of these outcomes in future.

2013 Program Report Card: Residential Services – Department of Correction

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

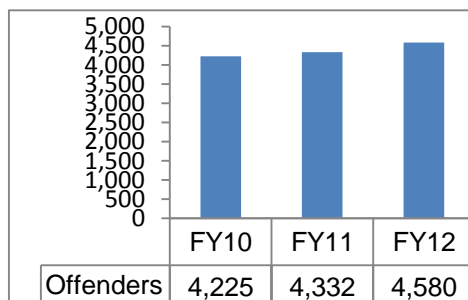
Contribution to the Result: Placement of these special populations in a controlled and safe environment allows the Department of Correction to orchestrate a wide range of community-based services. This includes arranging substance abuse services, mental health services, gender-responsive services for women, and housing.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$29,674,525.00	\$0	\$0	\$29,674,525.00
Estimated FY 13	\$32,027,695.00	\$0	\$0	\$32,027,695.00

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

How Much Did We Do?

Number of offenders admitted.



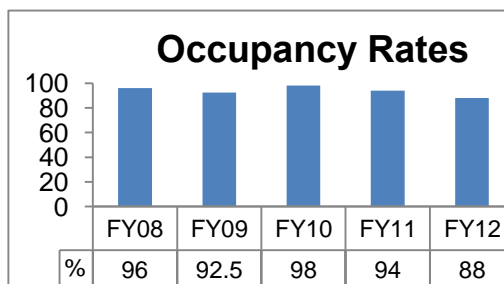
Story behind the baseline:

The number of offenders referred to residential programs increased by 355 from FY10 to FY12 (8%, relative). The current capacity is satisfactorily meeting the demand for slots.

Trend: ▲

How Well Did We Do It?

Number of contracted beds utilized.



Story behind the baseline:

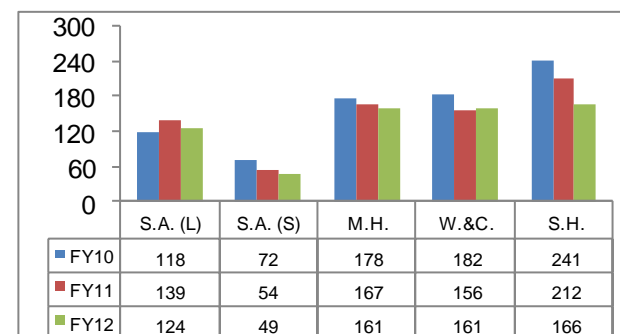
From FY11 – FY12 the occupancy rates decreased 15% (relative). We believe that there were at least three causes for this decline. The first was a policy change requiring that the offenders have to be parole approved prior to placement in halfway houses. The second was that Risk Reduction Earned Credit (RREC) led to a number of offenders who otherwise would have been candidates for halfway house placement to be released End of Sentence (EOS). The third cause was a delay in the implementation of the Casenote System, which slowed up the placement of individuals into halfway houses. We fully expect that these issues will be resolved.

Nonetheless, given the reduction in the prison population in recent years we will monitor the occupancy rates closely to determine if we have the appropriate number of halfway house beds.

Trend: ▼

How Well Did We Do It?

Established programs – length of stay (days).



Story behind the baseline:

In FY11, DOC expanded the shorter version of Substance Abuse [SA (L)] programs to align the programs with offenders needing brief community stabilization (30-45 days) and referral other than longer-term treatment (120-180 days). For FY12, there is a decrease in the average length of stay for individuals in each program.

S.A. = Substance Abuse, M.H. = Mental Health, W. & C. = Women & Children, and S.H. = Supportive Housing.

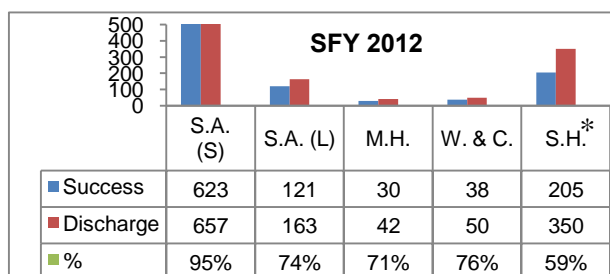
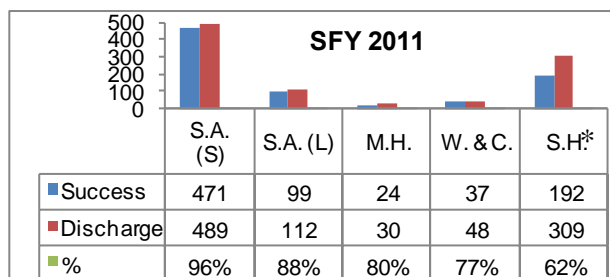
Trend: ▼

2013 Program Report Card: Residential Services – Department of Correction

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

Is Anyone Better Off?

Successful completion of programs



Story behind the baseline:

We began to collect this data in FY11. Successful completion is defined as completion of required programming while housed in a residential program. A determination had been made that there was a group of releasing offenders who needed shorter-term treatment. If this is the case and DOC placed the appropriate individuals into these programs, one would expect at least the same, if not better outcomes. Instead, in both the short-term substance abuse and the mental health programs, the percentage of successful completions declined. This is going to require a comprehensive evaluation.

*Supportive Housing is when an offender has housing, case management and typically a number of services in place when successfully completing a program. The fact that individuals in these housing units have multiple problems, explains their relatively low success rates.

Trend: N/A

Proposed Actions to Turn the Curve:

One important step that DOC has taken was to add new Addiction Services staff to assist the Parole staff and non-profit organizations to provide residential and non-residential services to offenders.

Data Development Agenda:

We are not currently collecting data that helps explain some of the poor trends. The DOC Best Practices Unit will lend assistance to Parole to attempt to sort this out and develop a corrective action plan.

2013 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.

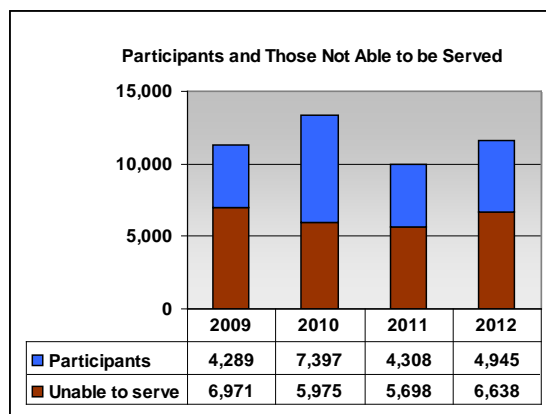
Program Expenditures	State Funding	Leveraged Funding*	DCF Funding	Total Funding
Actual PY 11	\$4,179,432	\$1,850,000	\$438,368	\$6,627,800
Actual PY 12	\$4,500,000	\$2,770,528	\$554,982	\$8,185,510

*Funds include municipal funds (City of Hartford, \$1,250,000), Walmart Foundation (\$500,000) and other private and public foundation grants, etc. These are funds the Boards leverage state funding with to engage more youth.

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



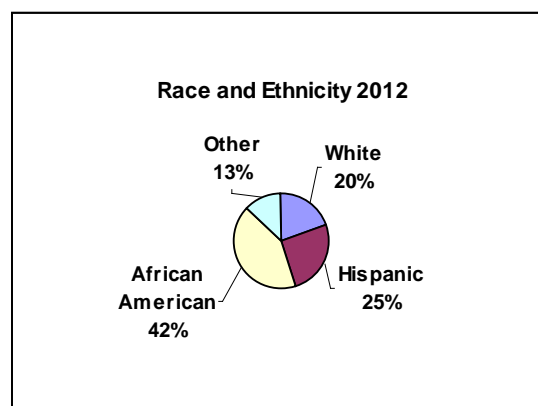
Story behind the baseline:

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 participants served, while the bottom portion of the bar reflects the increased demand in the program. However, despite the significant investment in the 2012 program, the bars show the increasing demand and the increasing need for funds to meet the growing demand.

Trend: ▲

How Well Did We Do It?

Race and Ethnicity of Participants



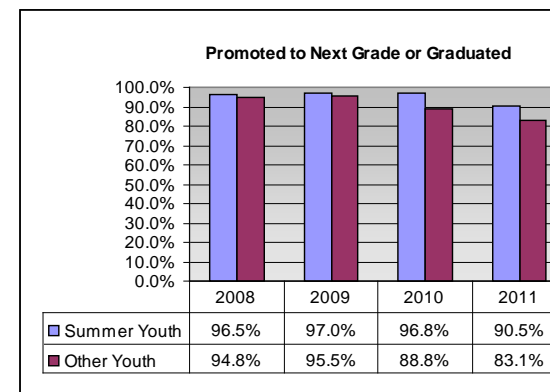
Story behind the baseline:

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).

Trend: ◀▶

Is Anyone Better Off?

Percent of Participants Promoted to the Next Grade or Graduated



Story behind the baseline:

The "Other Youth" are young people eligible for free or reduced priced meals at the beginning of the school year, and therefore meet family 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 have been changes in the procedure used to match the summer youth data with SDE's student records. Since the procedures changed, we don't know if the decline in promotion is due to the data matching process or some other factor more closely related to student characteristics or behavior.

Trend: ▼

2013 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.

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 will help address the shortage of employment opportunities for youth interested in the program. Increased employment opportunities will enable the CTDOL and its WIBs 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. This will improve the connections to employers and jobs that are sorely needed and move toward building the summer employment as part of a set of year-round career exploration activities for youth.

Data Development Agenda:

Several efforts to improve data collection and analysis are underway. The Workforce Investment Boards have undertaken regular reporting of data for all summer youth activity. They are also conducting analyses with the help of CSDE to determine if young people's school behavior (e.g., attendance, suspensions, and expulsions) can change from the time before they participate and after they participate.

2013 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.

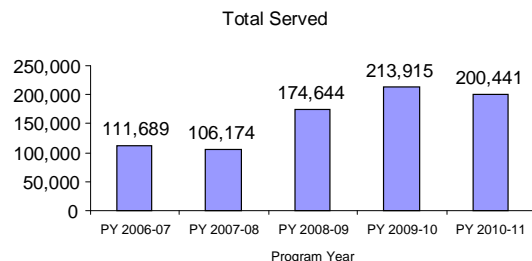
Contribution to the Result: By providing a labor exchange that links qualified jobseekers with suitable job openings, the Employment Service promotes the pursuit of self-sufficiency for jobseekers and the economic strength of employers.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual PY 11	N/A	7,819,386	N/A	7,819,386
Actual PY 12	N/A	7,886,732	N/A	7,886,732

Partners: Workforce Investment Boards, employers, municipal government, state agencies, community agencies.

How Much Did We Do?

Measure 1: Number of Participants Served



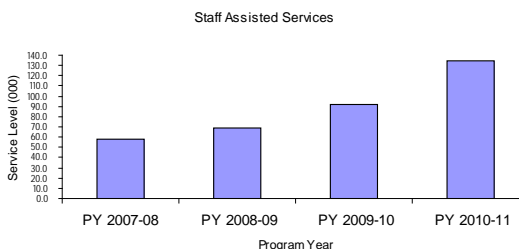
Story behind the baseline:

Employment Services provides universal access to an integrated array of labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, reemployment services to unemployment insurance claimants, and recruitment services to businesses with job openings. As evident from the graph, the number of customers served has nearly doubled since PY2007 while federally funding remains flat. 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, résumé critique, etc.) to job seekers, which includes UI claimants. The trend clearly shows an increase in staff assisted services is a direct result of the economic downturn. Due to this 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 and those no longer collecting unemployment benefits or those that are under employed. It is also a direct result of CTDOL's efforts to provide more staff assisted services to selected UI claimants.

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 for WIA participants 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 workers more or less impacted during the recession.

Trend: ▼

2013 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.

Is Anyone Better Off?

Measure 4: Percent of Participants Retaining Employment

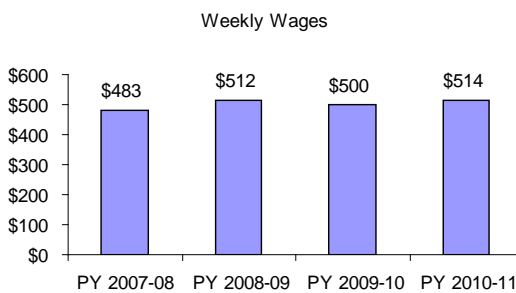
Story behind the baseline:

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 to PY 08, 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. In some cases the employees hired may have lacked the necessary skills required to succeed in their positions.

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 rate has trended slightly higher, mostly due to changes in minimum wage.

Trend: ◀▶

Proposed Actions to Turn the Curve:

Last years proposed actions to better support the objectives in the Employment Service were not fully realized in order to meet new federal mandates under the *Middle Class Tax Relief and Job Creation Act of 2012*. CTDOL provided Reemployment Services and Reemployment and Eligibility Assessments (RES/REA) to 28,730 claimants collecting Emergency Unemployment Compensation (EUC) in 2012. This program has now been extended through December 2013 and may account for upwards of 46,000 UI claimants to be brought into our centers for services.

CTDOL did facilitate internal and external meetings regarding matching job seekers with hiring employers and a report was submitted. This report detailed the efforts and need for better technology to assist with matching. CTDOL is in the process of pursuing the technology to assist with this need.

CTDOL will continue to compile Labor Market Information and utilize it 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:

The Employment and Training Division is in the Contract Negotiations phase for procuring a new MIS for Employment and Training programs. 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. These services include the ability to match job seekers to hiring employers.

2013 Program Level Report Card: DCF Work / Learn, Department of Children and Families

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

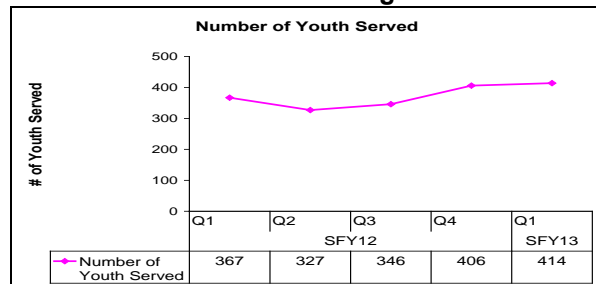
Contribution to the Result: The Work/Learn program addresses the need to assist referred young people (ages 14 - 23) from the Bridgeport, Hartford, New Haven, Waterbury and Norwich areas to address challenges that stand in the way of a successful transition to a self-sufficient adulthood. Jobs that provide 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, and supportive personal relationships.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 12	\$1,996,410 (DCF)	\$566,757 (Chafee)	\$290,000 (CSSD Pass-Through)	\$2,853,167
Estimated FY 13	\$2,044,930 (DCF)	\$752,496 (Chafee)	\$291,450 (CSSD Pass-Through)	\$3,088,876

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



*All Served figures represent all unique clients served for any amount of time or level of service during each quarter.

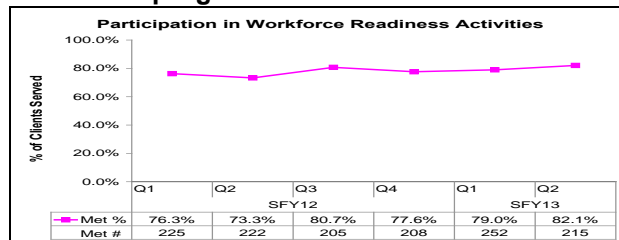
Story behind the Baseline:

The numbers of clients served has increased steadily from 327 in Q2 2012 to 414 during Q1 2013. This is due to increased efforts by providers to connect with DCF Area Offices to generate new referrals as outlined by the proposed action to turn the curve in the 2012 RBA report card. Program capacity increased from 396 during SFY12 to 431 at the end of SFY 12 due to the addition of a new 35 slot site in Norwich in June 2012.

Trend: ▲

How Well Did We Do It?

Performance Measure 2: Percentage of active clients who participated in a Youth Business Program, Internship, were Employed or attending a Post-Secondary Educational or Vocational program



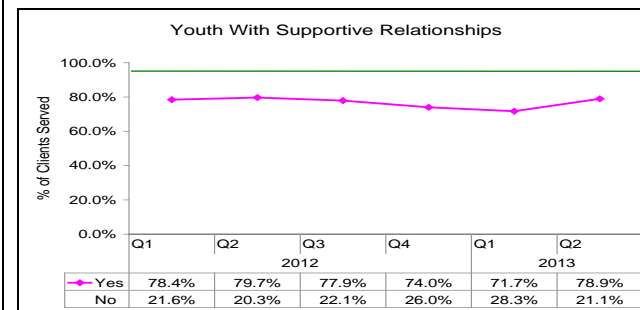
Story behind the Baseline:

A majority of clients have performed well on this measure, with the percentage steadily increasing from 73.3% in Q4 2011 to 82.1% in Q1 2013. This is notable given that a percentage of this population may not be ready for a work experience (i.e. under age 16, or working through mental health issues), or may be engaged in other activities, such as sports, that compete for their free time. Providers have worked closely with the area offices to maintain this trend. The 17.9% of clients who do not show up in the data as "engaged" may be the population that is under 16 and in school. We have identified this for the data development agenda

Trend: ▲

How Well Did We Do It?

Performance Measure 3: Percentage of active clients who have an identifiable, active relationship with a supportive adult or mentor



Story behind the Baseline:

Beginning at the end of SFY 11, Work to Learn staff began meeting with One On One Mentoring and other mentoring providers to connect Work to Learn clients with mentors. This has resulted in a continued positive trend in which more youth have been matched to some type of mentor. From 2011 to the present, the number of active clients matched to a mentor has increased from 28% to close to 80%. Providers continue to work with the One On One Mentoring programs to achieve 100% matching.

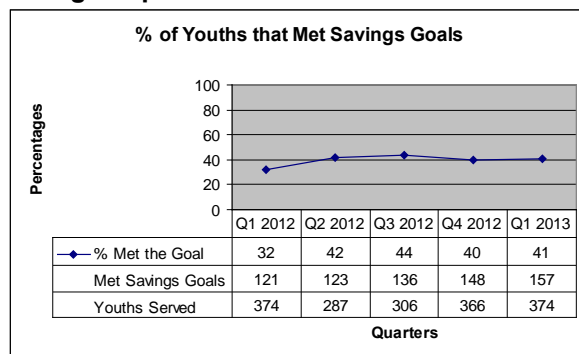
Trend: ▲

2013 Program Level Report Card: DCF Work / Learn, Department of Children and Families

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

Is Anyone Better Off?

Performance Measure 4: Percentage of clients who met their IDA savings goals during the period



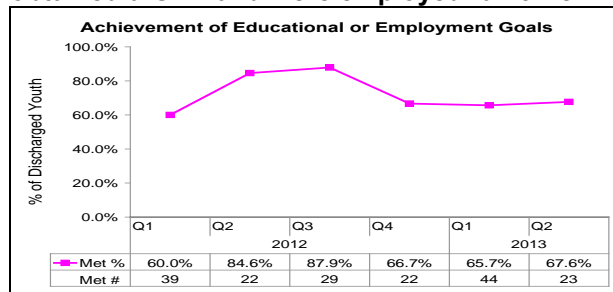
Story behind the Baseline:

Jim Casey Foundation research shows that savings accounts create financial stability within families and that holding assets at age 23 is an indicator of later positive outcomes such as better labor market experiences, marriages, health and political interest. The number of clients opening new IDA accounts and meeting their savings goals has steadily increased since Q2 2012. During the current reporting period, IDA accounts were made available to all clients involved with DCF, not just clients who are committed to DCF. Learning to delay gratification (opening an IDA vs. spending a paycheck), as well as obtaining needed documents to open a savings account, is both age-appropriate, and challenging for some clients. Although identified as a proposed action last year, and worked on by the providers, obtaining required documents continues to be an issue, however, once an IDA account has been created, most clients maintain their account, even if they don't meet their savings goals.

Trend: ▲

Is Anyone Better Off?

Performance Measure 5: Percentage of discharged clients attending a secondary or post-secondary ed./voc. program, graduated, or obtained a GED and were employed full-time



Story behind the Baseline:

The percentage of clients performing well on this measure has met or exceeded 65% during the prior 3 quarters and has been as high as 86% during Q3 SFY 2012. Providers work closely with clients in an effort to eliminate the barriers that stand in the way of their transition to self-sufficient adulthood. Some of these barriers are, however, immutable in that many of the clients in WTL are over age/under credited, have spent many years in out of home care and/or have significant trauma histories. The goal of the providers is to engage these youth in post-WTL education, employment and training, and the outcomes show that more than 2/3rds of these youth are succeeding.

To more accurately assess the success rate of discharged clients, the program leads and the providers are establishing a system whereby the providers will attempt to make contact with former clients at 6 and 12 months post-discharge.

Trend: ▲

Proposed Actions to Turn the Curve:

- Providers will continue to work closely with the DCF One on One Mentoring programs to increase the number of clients who are matched to a mentor.
- DCF program leads will work with regional administration to increase the success rate of obtaining birth certificates and other documents that clients need for IDA's and client employment.
- Due to an initial formula error, the PSDCRS database currently does not accurately reflect the number of IDA's created. This database issue is being corrected by ORE and the DCF program leads.
- As DCF has embraced RBA across the agency, program leads have begun to learn the importance of using RBA to measure progress throughout the year. To more accurately measure program performance, program leads will begin generating quarterly report cards.
- Providers are working with a new data collection system and have had difficulty maintaining the data entry pace the system requires. PSDCRS training has been scheduled for all providers on January 25th.
 - Program leads and ORE will create tickler systems to alert provider staff when life event data entry, such as creation of an Individual Development Account, is due.

Data Development Agenda:

- Levels of Service Categories will be reevaluated for more precise analysis of service need, and increased accuracy with utilization reporting;
- Increased capacity is needed to understand why some clients are not showing up in the system as "engaged." and the reasons and barriers that may exist.

2013 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.

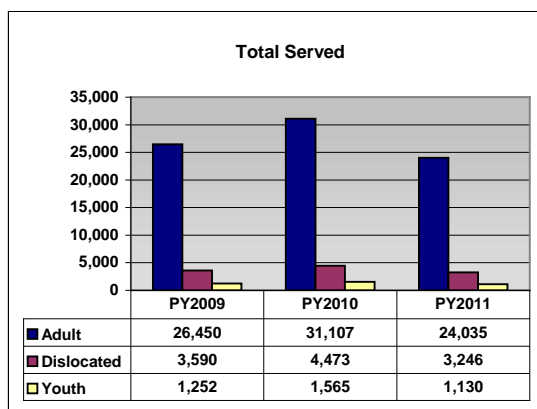
Contribution to the Result: The five workforce boards provide adults, dislocated workers, and youth with job search assistance and training to increase their success in finding and keeping work and in establishing careers.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual PY 10	N/A	30,454,160	N/A	30,454,160
Actual PY 11	N/A	28,619,579	N/A	28,619,579

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

How Much Did We Do?

Number of Participants Exited



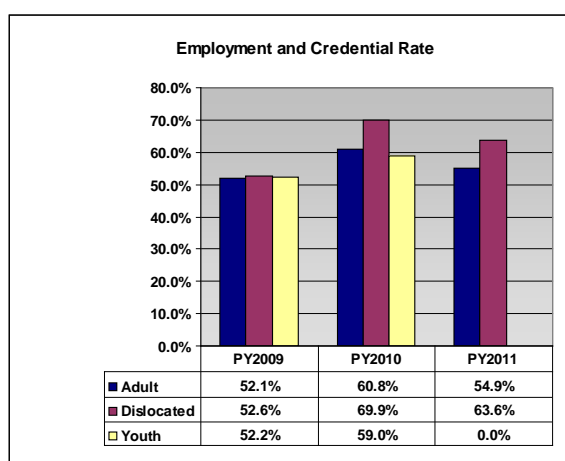
Story behind the baseline:

During Program Year 2011, the CTDOL and five workforce investment boards worked with individuals facing difficult economic conditions, including a lack of job opportunities and limited job creation. These factors and others have placed significant importance on the need for One-Stop system services for the Adult, Dislocated Worker and Youth populations. The One-Stop system saw increasing numbers of long-term unemployed individuals, who lacked the requisite skills to obtain employment. The decrease in Adult, Dislocated Worker and Youth populations served correlates to an increased trend toward more core and intensive services and longer training programs, which resulted in individuals being in the WIA system for longer durations and increases in the cost per participant (+\$1,498 or 69%) and cost per exiter (\$1,239 or 29%). The Dislocated Worker program served 3,246 and many of these workers continued to experience difficulty in obtaining employment with wages comparable to their prior employment.

Trend: ◀▶

How Well Did We Do It?

Percent of Participants Employed with a Credential



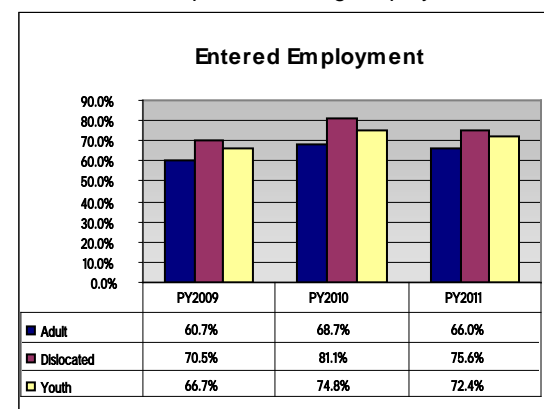
Story behind the baseline:

The services provided within the WIA program is predicated on the idea that participants who are unable to obtain employment through core and intensive services will need a level of training and enhanced skills to return to work. The graph demonstrates the percentage of participants who exited the WIA program with a credential and entered employment in the first quarter after their exit. The system experienced slight decreases in Adult and Dislocated Worker populations, which can be attributed to the economic conditions resulting in limited job growth. The One-Stop system continues to serve increasing Adult and Dislocated Worker populations in need of re-training. This population can be characterized as long-term unemployed, due to their lack of requisite skills needed to obtain employment. The WIA system saw increases in the percent of Adult and Dislocated Workers receiving a credential and obtaining employment.

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. Over the previous program year, the outcomes for all three targeted groups: Adults, Dislocated Workers and Youth decreased slightly. However, this trend does not accurately represent the effectiveness of the program, but rather the tight labor market that continues to offer minimal job opportunities and/or replacements. From Program Year 2009 to Program Year 2011, increases were seen in all of the WIA targeted groups, which reflects the many positive achievements; initiatives and quality services delivered by the Department of Labor and its workforce investment partners.

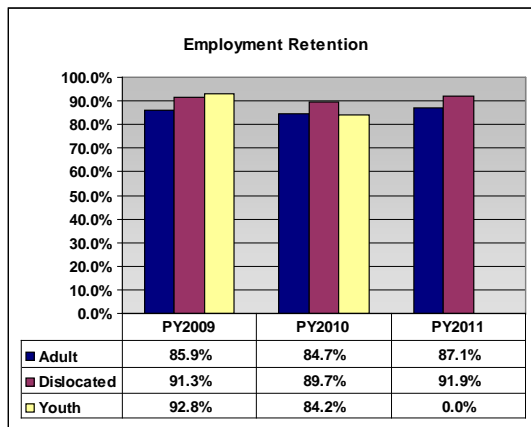
Trend: ◀▶

2013 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



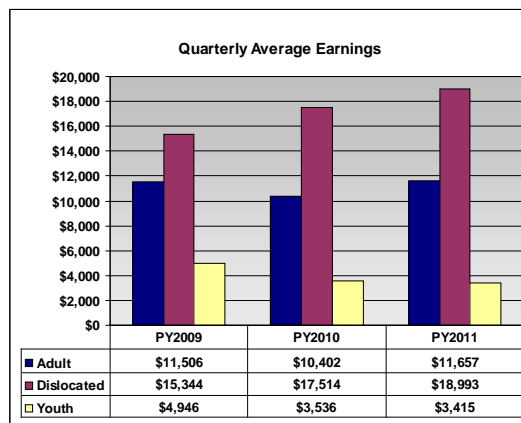
Story behind the baseline:

Employment Retention as a measure provides some very specific indicators of how well the One-Stop System is meeting the needs of job seekers and employers. One of the basic tenets of the program is to match job seekers 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. Despite the tight labor market, the One-Stop System continues to successfully prepare its Adult and Dislocated Worker participants for employment. Over the previous program year, the One-Stop system has experienced significant increases in its Adult and Dislocated Worker participants who retain unsubsidized employment six months after entry.

Trend: ▲

Is Anyone Better Off?

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



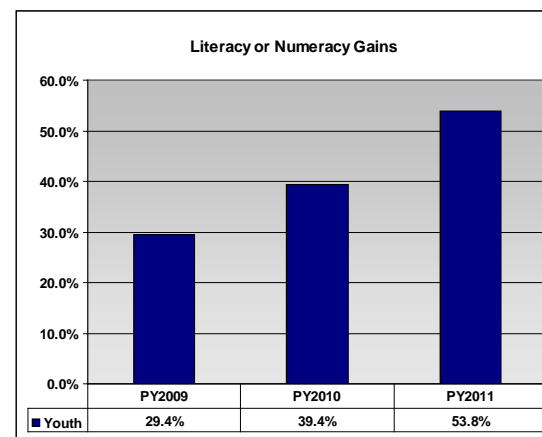
Story behind the baseline:

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. The Workforce Investment Act program 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. It is important to recognize the quarterly average earnings for the Adult and Dislocated Worker populations have increased in an extremely tight labor market, where job opportunities and wages have seen little or no improvement since 2009.

Trend: ◀▶

How are the Youth Performing?

Percent of Youth with Literacy/Numeracy Gains (ages 14 to 21)



Story behind the baseline:

WIA defines literacy/numeracy as the ability to read, write, speak in English, compute, and solve problems at levels of proficiency necessary to function on the job, in the family of the individual, and in society. A substantial portion of the adolescent population is in a "literacy crisis." This literacy crisis is true for many of the youth in the WIA program. They lack sophisticated literacy and numeracy skills at the same time that the literacy and numeracy demands of education and living-wage jobs are growing. This crisis is most evident among our most disconnected youth, especially those who have dropped out of school and mirrors the economic, ethnic, and racial disparities in our society. CTDOL and its One-Stop partners continue to emphasize and implement a systematic approach where a broad range of coordinated services such as: opportunities for assistance in both academic and occupational learning, development of leadership skills, and preparation for further education, additional training, and eventual employment are offered. This effort has resulted in continued substantial increases in the percentage of WIA Youth achieving gains in Literacy and Numeracy development.

Trend: ▲

2013 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.

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 fall of 2013.