



# CONNECTICUT

## Workforce Strategy

*Ensuring all individuals, regardless of background, have a seamless and supported pathway from education and training to a good job, and that every business has the talent they need to innovate and thrive*

## Office of Workforce Strategy Annual Report

**October 1, 2025**

Pursuant to Conn. Gen. Statutes Sec. 4-124(w)

WORK FROWARD:  
PATHWAYS FOR  
GROWTH



Governor's Workforce  
Strategic Plan

# Office of Workforce Strategy

## Overview

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Led by the Chief Workforce Officer, who serves as the Agency Department Head / Commissioner, and is the primary advisor to the Governor on workforce development policy

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Independent, executive branch state agency assigned to the Department of Economic and Community Development (DECD) for Administrative Purposes Only (APO), i.e. to provide back-office functions such as fiscal and IT support (C.G.S. § 4-124w)

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Functions as the staff to the Governor's Workforce Council (GWC) and is responsible for the development and execution of the state workforce strategic plan through the coordination of workforce development programs and partners across Connecticut

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## GOVERNOR'S WORKFORCE COUNCIL

- 55 members representing:
  - Industry
  - Government
  - K-12
  - higher education
  - Unions
  - community-based organizations
- Quarterly public meetings
- Six subcommittees: (1) Systems Alignment; (2) Expand Access; (3) Data and Accountability; (4) Industry Leadership; (5) Education and Career Pathways; (6) Sector Training

# GWC Board Membership

Members represent a broad range of regions, sectors, and professional expertise

## GOVERNOR Ned Lamont

1. **Alice Pritchard**, Executive Director, CTECH
2. **Amy Porter**, Commissioner, CT Aging and Disability Services
3. **Anthony Medici**, Sr. Director of Operations, North Haven, Medtronic
4. **Brian Doubles**, President & CEO, Synchrony
5. **Charlene Russell-Tucker**, Commissioner, CT State Department of Education
6. **Chris DiPentima**, President & CEO, CBIA
7. **Cindi Bigelow**, President & CEO, Bigelow Tea
8. **Dan O'Keefe**, Commissioner, CT Department of Economic and Community Development
9. **Dante Bartolomeo**, Commissioner, CT Department of Labor
10. **Ed Hawthorne**, President, AFL-CIO
11. **Erika Smith**, CEO, EpiTET Therapeutics, Inc.
12. **Gregory Ugalde**, President & Chief Legal Officer, T&M Building Co, Inc.
13. **Herron Gaston**, State Senator, CT General Assembly
14. **Jay Williams**, President/CEO, The Hartford Foundation for Public Giving
15. **Jeffrey Flaks**, CEO, Hartford Healthcare
16. **John Murphy**, CEO, Nuvance Health

## CHAIR

**Ryan Drajewicz**, Head of External Communications and Affairs, Bridgewater Associates

17. **Joseph Gianni**, President, Gr. Hartford, Bank of America
18. **Kathleen Silard**, CEO, Stamford Hospital
19. **Keri Hoehne**, Executive Vice President, Local 371 UFCW
20. **Leticia Colon de Mejias**, Co-Chair, Energy Efficiency for All
21. **Maggie Hulce**, Senior Vice President, Indeed
22. **Mark Argosh**, President, Social Impact Partners
23. **Maurie McInnis**, President, Yale University
24. **Martin Guay**, VP of Business Development, Stanley Black & Decker,
25. **Matthew O'Donnell**, Senior Director, Head of State Government Affairs, Alexion Pharmaceuticals, Inc.
26. **Melissa Turner**, Chief Human Resource Officer, Yale New Haven Hospital,
27. **Michelle James**, Executive Director, CAA of Western CT
28. **Molly Kellogg**, CEO, Hubbard-Hall
29. **Monette Ferguson**, Executive Director, Alliance for Community Empowerment
30. **Nitin Kumar**, VP & Business Head, Tata Consultancy Svcs
31. **Paul Costello**, Apprenticeship Director, NECA & IBEW Local 90 JATC
32. **Paul Pernerewski**, Mayor, City of Waterbury

## VICE CHAIR

**Kelli-Marie Vallieres**, Chief Workforce Officer  
Office of Workforce Strategy

33. **Peter Nystrom**, Mayor, City of Norwich
34. **Radenka Maric**, President, UCONN
35. **Ray Pineault**, President & CEO, Mohegan
36. **Rebecca Rose**, Agricultural Science Director, Lyman Hall HS
37. **Rohan Freeman**, CEO, Freeman Associates
38. **Sal Menzo**, Superintendent, Goodwin University
39. **Shane Eddy**, Pratt & Whitney, President
40. **Shawn Coyne**, Vice President of Human Resources, General Dynamics Electric Boat
41. **Shehu Muhamed**, Software Engineer, Sony/Playstation
42. **Shellye Davis**, President, Hartford Region, AFL-CIO
43. **Steve Sullivan**, CEO, Eversource
44. **Terrence Cheng**, Chancellor, CSCU
45. **Tiana Ocasio, Labor**, Executive Secretary, AFL CIO
46. **Toni Walker**, State Representative, CT General Assembly
47. **Wes Alexander**, Vice President of Workforce Solutions, Travelers

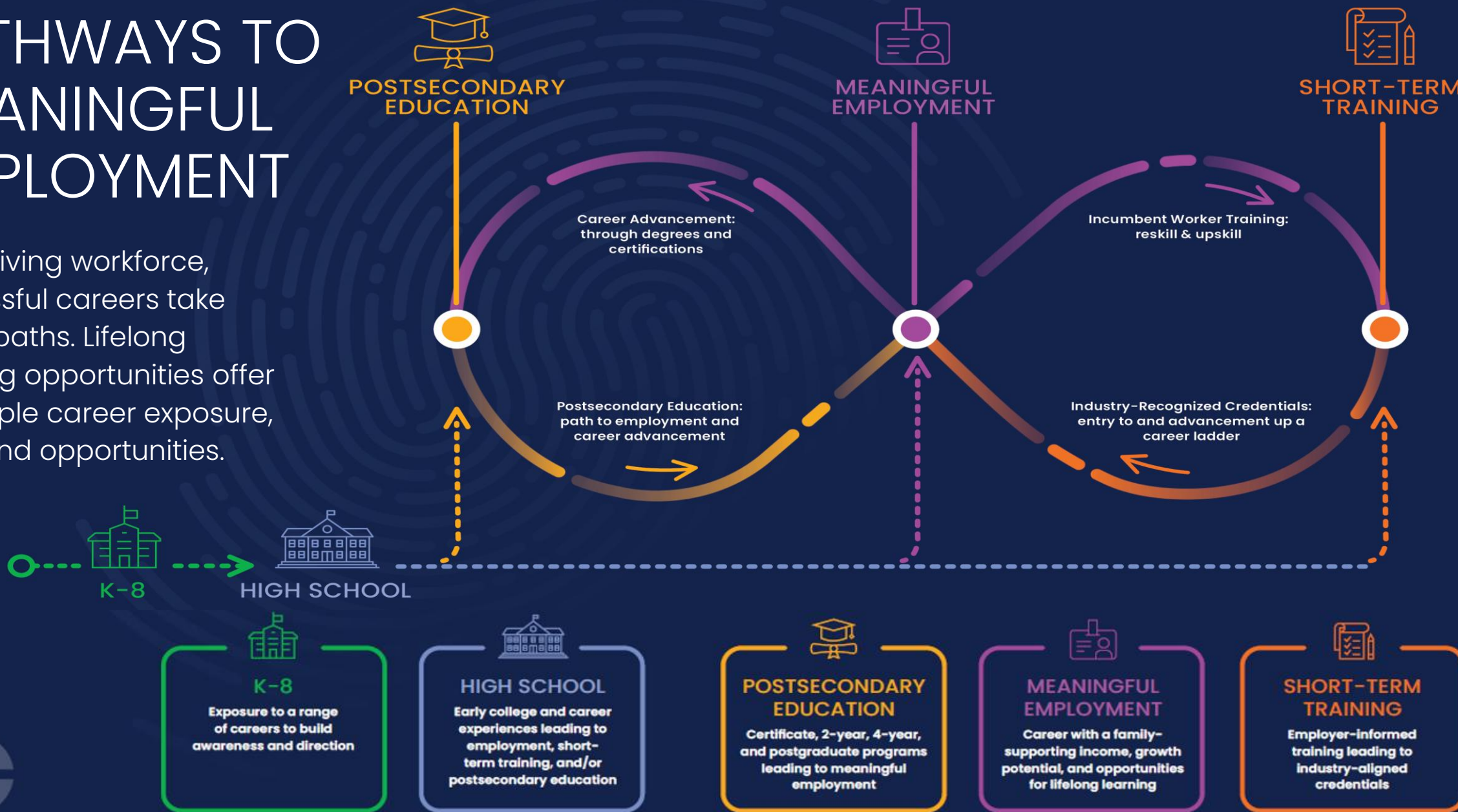


**GOVERNOR'S  
WORKFORCE COUNCIL**

Rev: 09/30/2025

# PATHWAYS TO MEANINGFUL EMPLOYMENT

In a thriving workforce, successful careers take many paths. Lifelong learning opportunities offer all people career exposure, skills, and opportunities.



# Workforce Development Priorities

The Workforce Strategic Plan highlights three strategic objectives



## DRIVE GROWTH

Grow our workforce and economy with a collaborative, industry-driven workforce system that fills immediate and long-term workforce needs.

### Key Strategies:

- Align workforce initiatives with industry needs
- Increase access to quality jobs
- Use data to drive impactful growth



## BUILD SKILLS

Develop a workforce skills ecosystem where people thrive and businesses grow.

### Key Strategies:

- Expand early career exposure and exploration opportunities
- Increase opportunities for high school students to gain early college and career experiences, skills, and college credit
- Increase opportunities for postsecondary learners to gain career-ready skills, experience, and credentials
- Increase opportunities for adult learners to gain in-demand workforce skills and credentials
- Partner with employers to upskill their current workforce



## EXPAND ACCESS

Strengthen our workforce by removing barriers to education, employment, and opportunity.

### Key Strategies:

- Remove barriers to education, training, and employment
- Strengthen ways for adult learners in need to gain basic skills
- Create accessible digital gateways to workforce opportunities

# Workforce Development Blueprint

An outline to success



1. Targeted marketing and awareness campaign
2. One-stop enrollment and intake
3. Supportive services
4. Industry-informed, short-term training and education leading to stackable credentials
5. Good jobs in in-demand industries
6. Data collection, analysis and reporting

# Major Developments

The CT Legislature authorizes \$30MM for Workforce Funding

## **\$10MM of \$30MM has been approved for use Workforce Innovation and Sustainability Fund (WIS Fund)**

Through Bond Funds allocated in August 2025, the OWS-managed fund will launch in late 2025 to serve as a flexible funding source that focuses on achieving high impact returns for job seekers, employers and the state economy

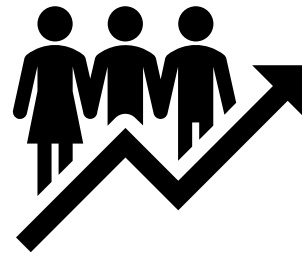
- Incentivize innovation
- Respond quickly to shifting business needs
- Enhance public-private collaboration
- Address gaps in programming for workforce training, especially given impending funding cliffs
- Implement strategies to strengthen outcomes and program delivery
- Scale best practices
- Upskill workers into higher wage positions
- Catalyze private sector and philanthropic funding, to support job training programs, thereby augmenting the state's investment

# Major Developments

## The legislature supports enhanced reporting of Workforce Data

### Enhanced Data Reporting, PA 25-119

- OWS will implement enhanced statewide Data Reporting using DataLinkCT to securely collect, analyze, and report annually on workforce development outcomes to:
  - ✓ enable data-driven decision-making
  - ✓ drive continuous improvement, and
  - ✓ Inform strategic investment in high-impact workforce initiatives
- In partnership with the Office of Policy and Management, the Department of Labor, the regional workforce development boards, and CSCU
- First round of data is due January 2026 and the first annual report is anticipated to be published September 2026



# OWS Boasts a Robust Portfolio of Funded Projects

Nearly \$150MM dedicated to support workforce training

## **Career ConneCT** – *Funding expires 2026*

- \$70MM for skills training and wraparound supports

## **Good Jobs Challenge** – *Funding expires 2026*

- \$24MM in EDA funds to train 2,000 residents from areas with limited access to workforce programs

## **CT Health Horizons** – *Funding expires 2025*

- \$35MM to train new nurses & social workers

## **Tech Talent Accelerator 1.0 & 2.0** – *Funding exhausted*

- \$2MM to develop and embed industry-recognized credentials in postsecondary institutions

## **Bond Projects**, a \$5MM investment of \$40MM Authorized

- Tech Talent Accelerator 3.0
- Career Accelerator
- AI Learning
- Transportation Study
- Adult Basic Education Workforce Integration Pilots

## **Additional Efforts**

- Connecticut Clean Economy Council
- Expand Access – Reentry, Youth, BIPOC, Women, Veterans
- Benefit Cliffs
- Human Services Career Pipeline
- Nursing Report





## Objective 1: Drive Growth

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Grow our workforce and economy with a collaborative, industry-driven workforce system that fills immediate and long-term workforce needs.

### KEY STRATEGIES

- ▶ Align workforce initiatives with industry needs
- ▶ Increase access to quality jobs
- ▶ Use data to drive impactful growth

# Aligning Workforce Skills to Fuel Business Growth

OWS takes an Industry-led approach



business services



infrastructure/  
construction



green jobs



healthcare



information  
technology



manufacturing



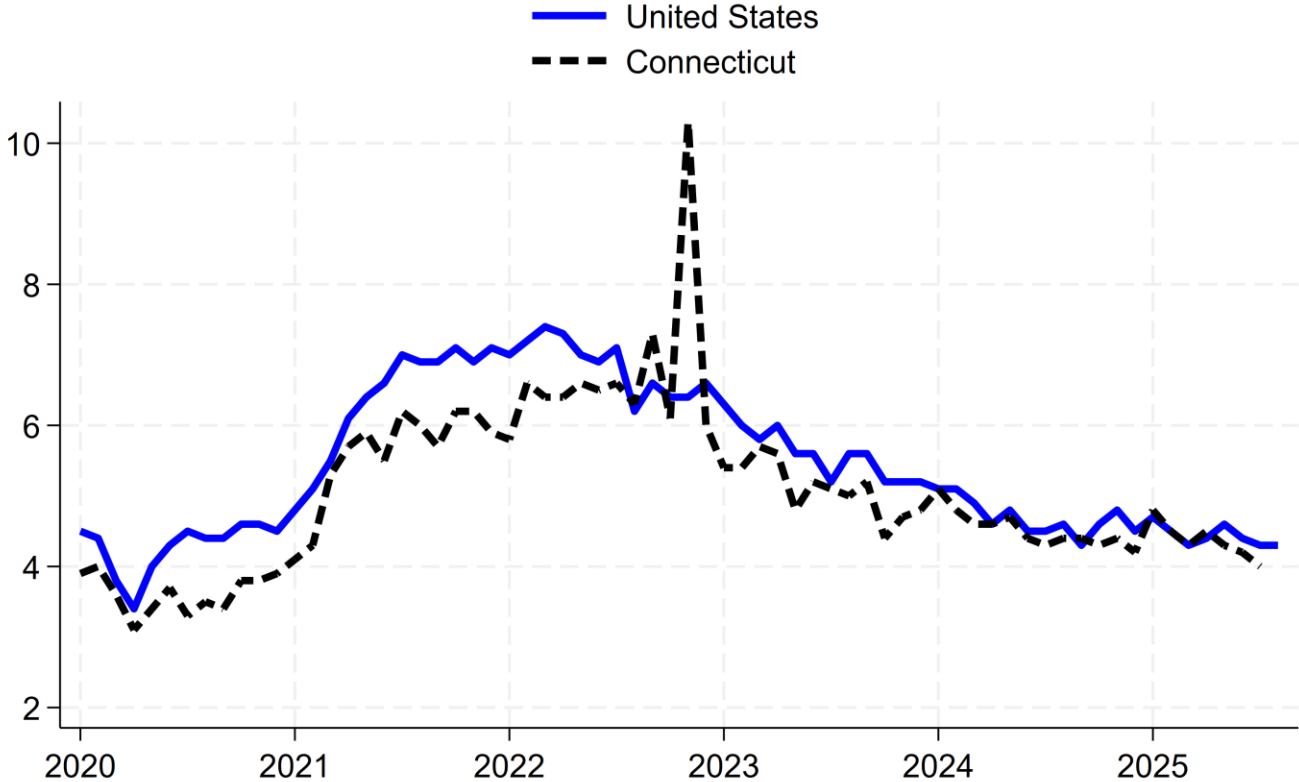
transportation



life sciences

# Workforce development investments focus on growth industries and inclusive talent development

Job openings as a percent of employment for the United States and Connecticut



Source: U.S. Bureau of Labor Statistics

### More opportunity....

- Connecticut has approximately 71,000 jobs open (~64,000 pre-pandemic)
- August 2025 unemployment rate: 3.8% (National rate is 4.3%.)

Updated October 2025

# We are hyper-focused on jobs in high demand with upward economic mobility

**Demand = Growth in Jobs + Exits**

Cluster	SOC Code	Occupation	August 2025 Postings	Annual Growth	Annual Exits	Growth + Exits
<b>Health Care / Human Services</b>	<b>SOC Code</b>	<b>Occupation</b>	<b>August 2025 Postings</b>	<b>Annual Change</b>	<b>Annual Exits</b>	<b>change and exits</b>
Health Care / Human Services	31-1120	Home Health and Personal Care Aides	2,710	998	4,219	5,217
Health Care / Human Services	29-1141	Registered Nurses	5,067	289	1,224	1,513
Health Care / Human Services	31-1131	Nursing Assistants	845	130	1,329	1,459
Health Care / Human Services	31-9092	Medical Assistants	684	137	504	641
Health Care / Human Services	11-9111	Medical and Health Services Managers	1,173	222	236	458
Health Care / Human Services	29-2061	Licensed Practical and Licensed Vocational Nurses	818	38	375	413
Health Care / Human Services	29-1171	Nurse Practitioners	788	141	85	226
<b>Manufacturing</b>	<b>SOC Code</b>	<b>Occupation</b>	<b>August 2025 Postings</b>	<b>Annual Change</b>	<b>Annual Exits</b>	<b>change and exits</b>
Manufacturing	15-1252	Software Developers	801	376	320	696
Manufacturing	51-1011	First-Line Supervisors of Production and Operating Workers	196	58	349	407
Manufacturing	51-4041	Machinists	133	74	316	390
Manufacturing	17-2112	Industrial Engineers	323	114	166	280
Manufacturing	43-5061	Production, Planning, and Expediting Clerks	320	48	178	226
Manufacturing	17-2141	Mechanical Engineers	212	112	102	214
Manufacturing	49-9041	Industrial Machinery Mechanics	32	64	120	184
Manufacturing	17-2072	Electronics Engineers, Except Computer	59	78	52	130
Manufacturing	17-2121	Marine Engineers and Naval Architects	5	84	40	124
Manufacturing	17-2071	Electrical Engineers	170	40	65	105
<b>IT / Cybersecurity / AI</b>	<b>SOC Code</b>	<b>Occupation</b>	<b>August 2025 Postings</b>	<b>Annual Change</b>	<b>Annual Exits</b>	<b>change and exits</b>
IT / Cybersecurity / AI	15-1252	Software Developers	801	376	320	696
IT / Cybersecurity / AI	15-1232	Computer User Support Specialists	229	52	240	292
IT / Cybersecurity / AI	15-1211	Computer Systems Analysts	163	47	173	220

# Regional Sector Partnerships

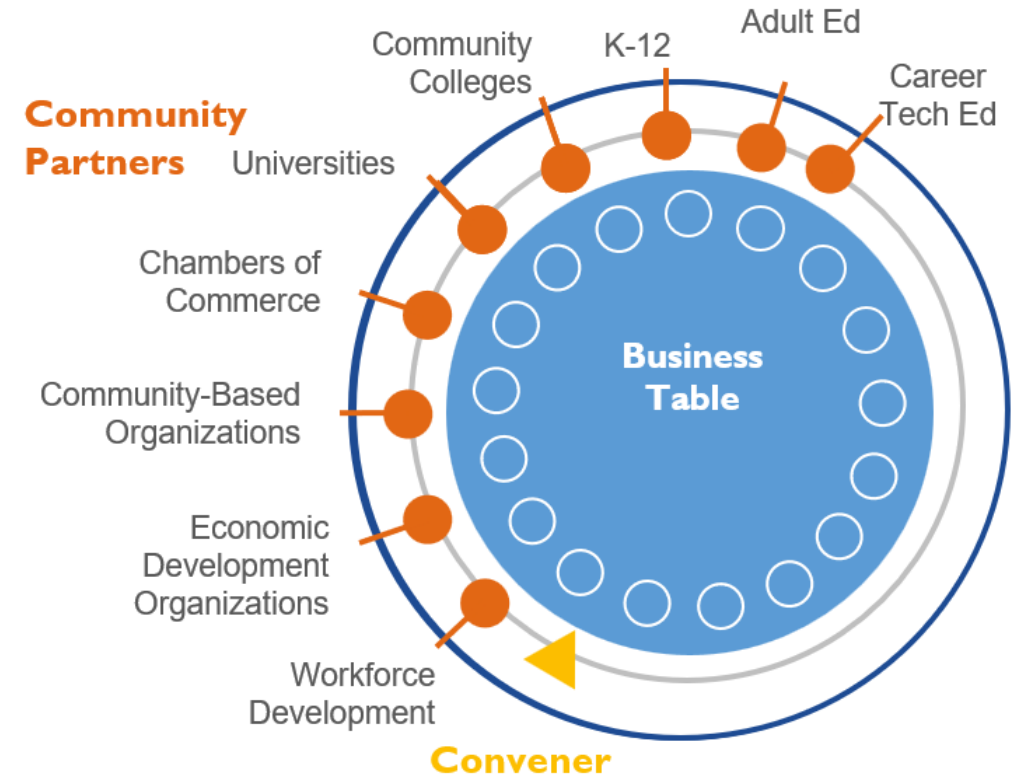
## RSPs continue to Drive Growth

**Mobilize** business leaders to play an active role in strengthening their regional economies and education and training systems

- Industry pull vs. program push
- Business leaders serve as shared accountability for the multiple public and private service providers

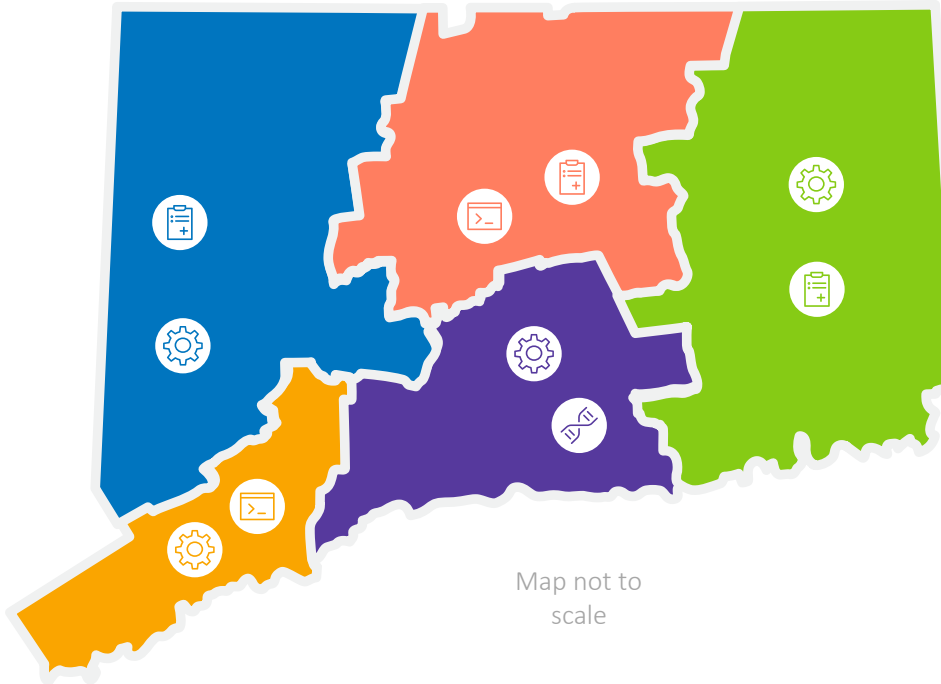
**Align** education, workforce and economic development partners around a common, business-led agenda







- Shared Industry Partnerships, i.e. a shared table, not owned by any single institution or system
- Integrated response from education, workforce and economic development vs. one-off solutions



# CT Regional Sector Partnerships

14 and growing

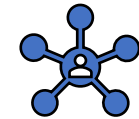


-  **5 Manufacturing**  
(All Regions)
-  **4 Healthcare**  
(Northwest, Capital, New Haven, Northeast)
-  **1 Transportation, Distribution, and Logistics**  
(Capital)
-  **2 Technology**  
(Capital and Southwest)
-  **1 Architecture, Engineering, and Construction**  
(State-wide led by Northwest)
-  **1 Bioscience**  
(New Haven)

- Since 2021, Regional Sector Partnerships (RSPs) have brought together 500+ employers from high-growth industries to collectively address workforce needs and align education and training programs with real-world requirements.



Regional Leadership and Autonomy



Business Focus and Leadership



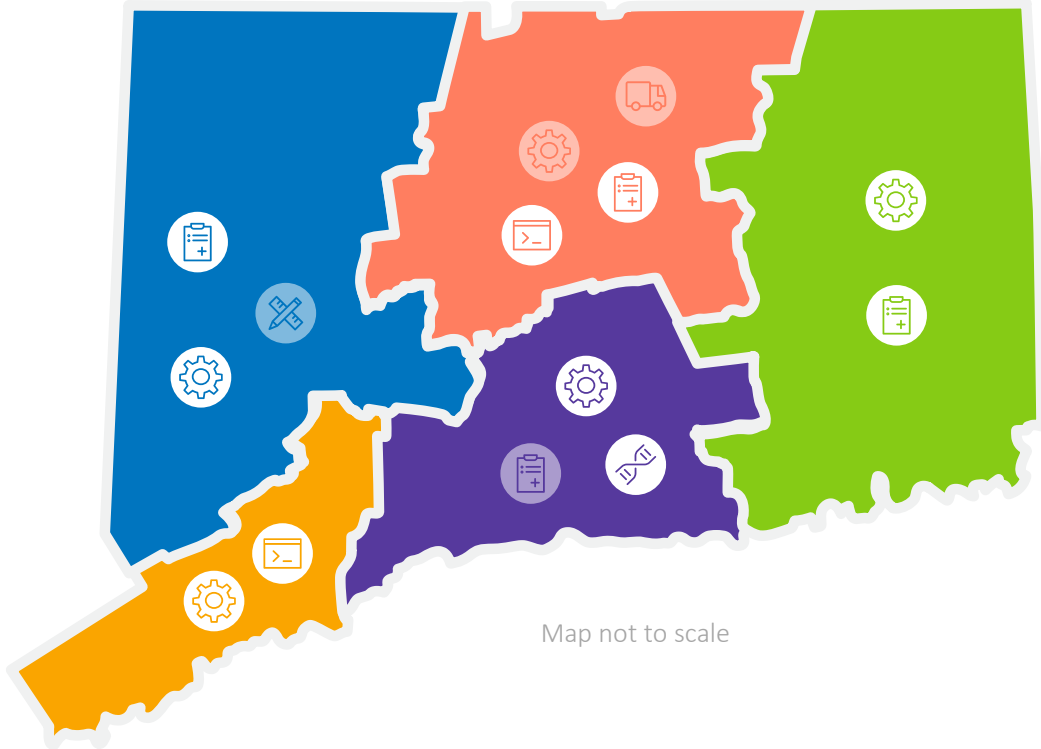
Program & Public Partner  
Collaboration



Sustainable Economic Growth

# CT's Good Jobs Challenge

The nation's largest award from the US EDA, supports RSP talent goals



Map not to scale

## Our Goal

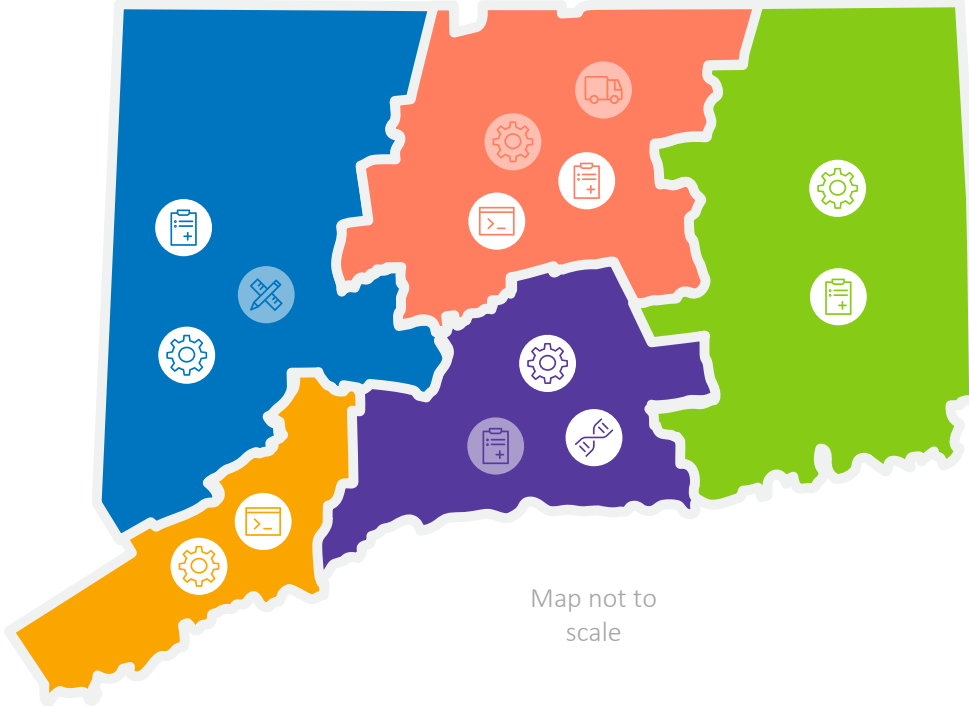
Train and place 2,000 residents from communities across Connecticut who seek to build skills and connect with employment opportunities by 6/30/2026.

- \$23,930,442 in total EDA funds
- 10 awards to each RSP under way at that time
- Grant Period: 9/21/2022 – 6/30/2026

- 5 Manufacturing (All Regions)
- 4 Healthcare (Northwest, Capital, New Haven, Northeast)
- 1 Architecture, Engineering, and Construction (Northwest)
- 1 Bioscience (New Haven)
- 2 Technology (Capital and Southwest)
- 1 Transportation, Distribution, and Logistics (Capital)

# CT's Good Jobs Challenge

## Outcome Summary



- Regional Sector Partnerships have grown **54%** from **370** to **689** members.
- Partnerships have hosted **207** Career Awareness and Outreach events to **32,506** participants.

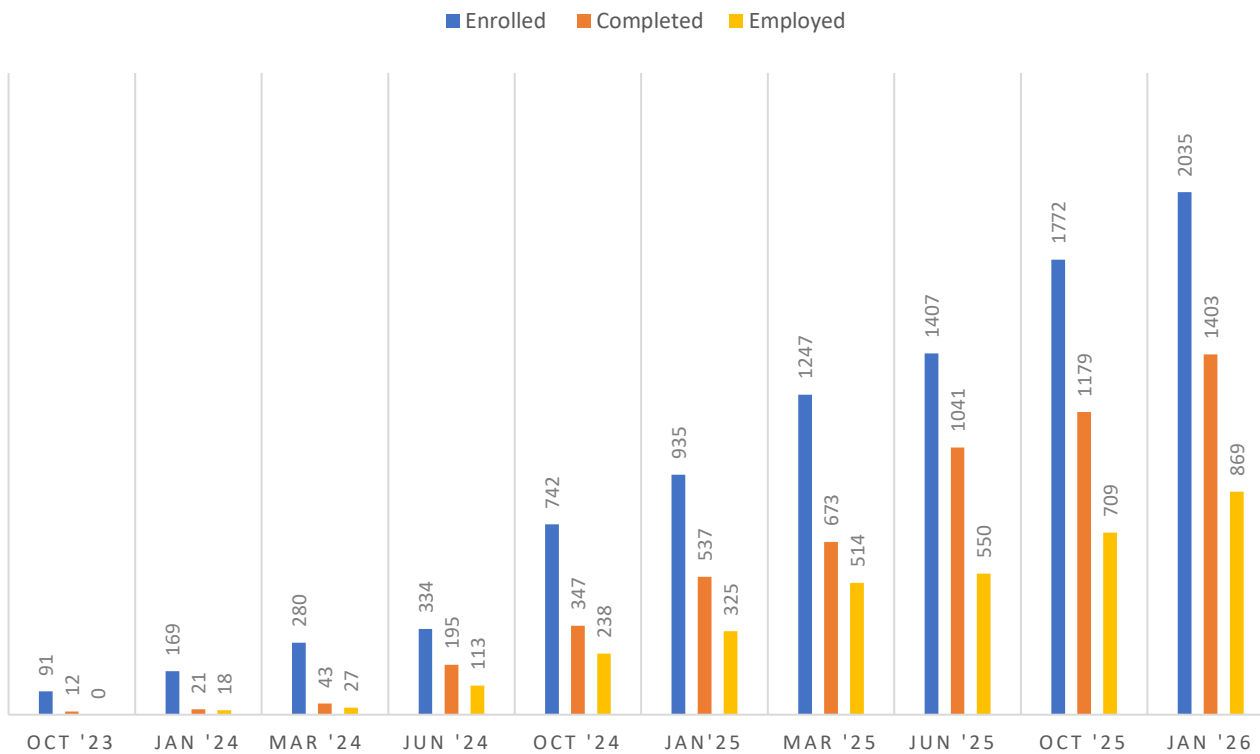
- **State Initiatives.** Industry partners provide feedback to help form and support state workforce initiatives.
- **Sector-based curriculums have been created and enhanced.** Including a Metal Finishing curriculum that has received national certification and leveraged funding to build a metal finishing lab
- **Work Based Learning Opportunities** have been developed including healthcare shadowing days, healthcare clinicals, internships, micro-internships, work/learn and virtual reality and stimulation
- **Partnership Actions Teams** collaborate on issues to strengthen CT's workforce, childcare, transportation, workforce housing, sector data, legislative, health and wellness, quality jobs, career awareness outreach, adopt a school, and AI integration

# Good Jobs Challenge – Cumulative Key Metrics

From launch to December 31<sup>th</sup>, 2025



## CT Good Jobs Challenge Cumulative Period of 10/31/23 to 12/31/2025



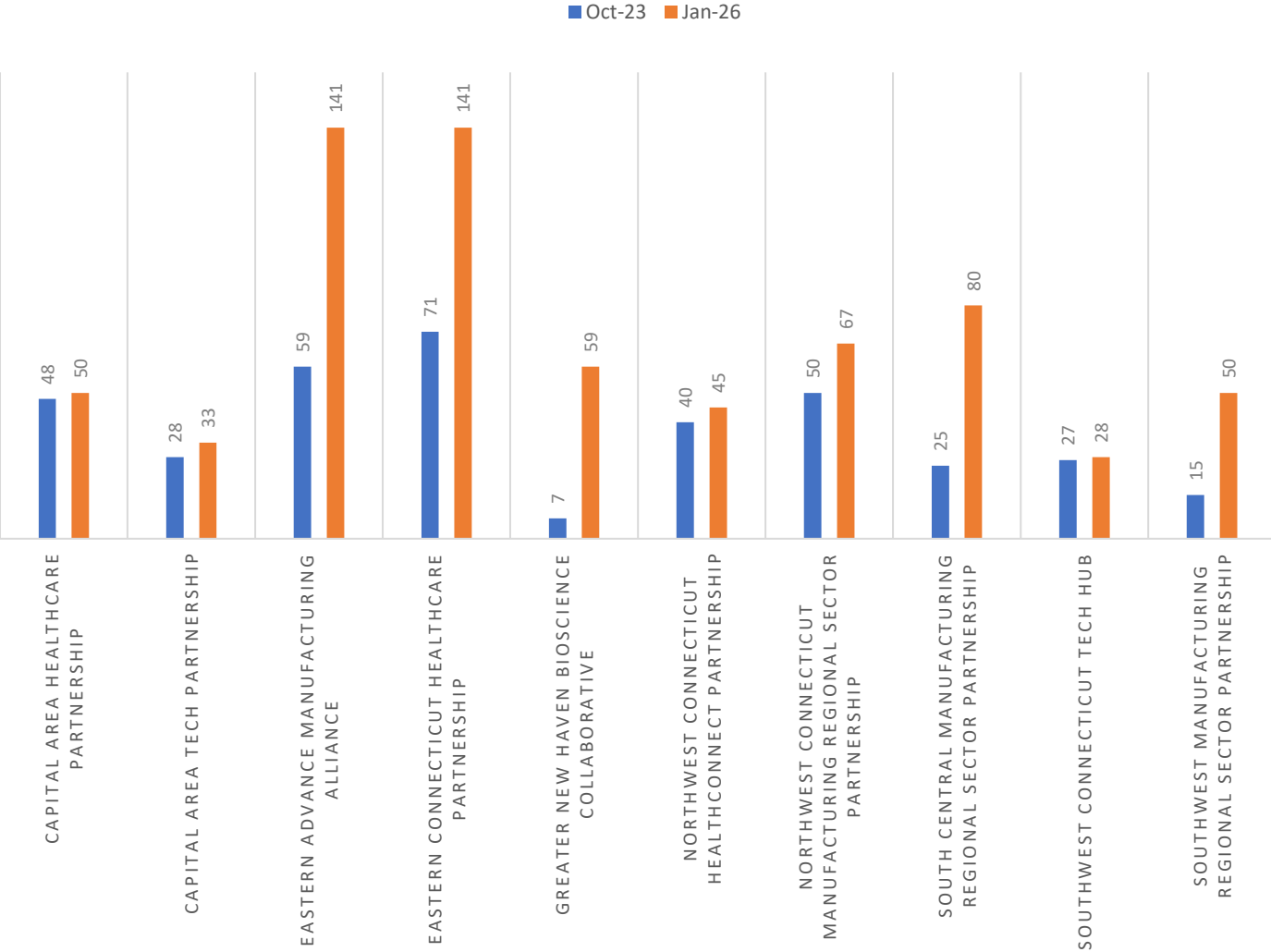
From October 1st, 2025, to Dec. 31<sup>st</sup>, 2025, there were **313 new training enrollments** and **224 new program completions.**

**69%**  
Completion Rate

**43%**  
Job Placement Rate

# Good Jobs Challenge – Partnership Growth

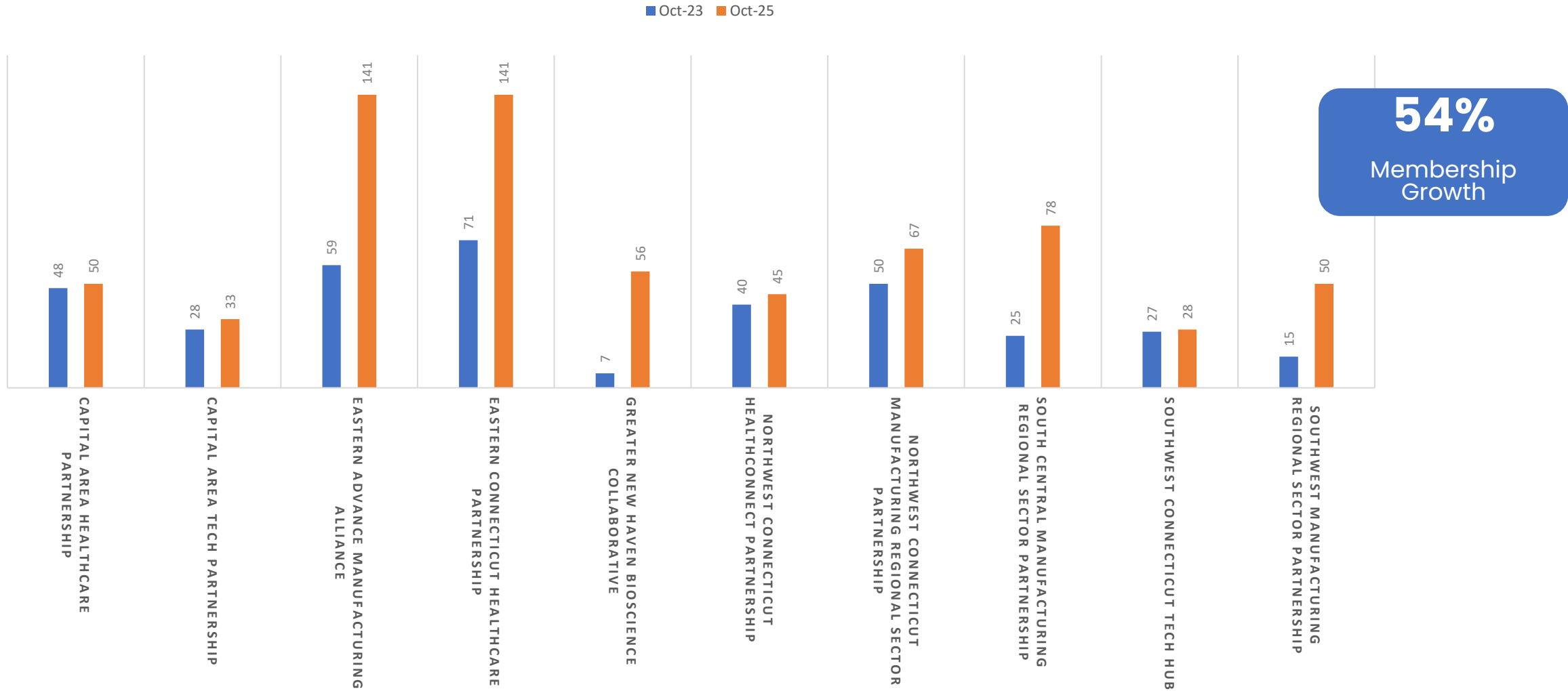
From October 1st, 2023, to Dec. 31<sup>th</sup>, 2025, partnerships have grown from **370** to **694** members



**54%**  
Membership Growth

# Good Jobs Challenge – Partnership Growth

From October 1st, 2023, to Sept. 30<sup>th</sup>, 2025, partnerships have grown from **370** to **689** members



# Good Jobs Challenge – Career Awareness/Outreach Events

From October 1, 2023, to Dec31, 2025 hosted 225 hosted Career Awareness and Outreach events to 33,833 participants



Regional Sector Partnership	Career Awareness/Outreach Events Since October 2023	Number of Total Participants
Capital Area Healthcare Partnership	15	1700
Capital Area Tech Partnership	22	750
Eastern Advance Manufacturing Alliance	4	1855
Eastern Connecticut Healthcare Partnership	4	600
Greater New Haven Bioscience Collaborative	9	9598
Northwest Connecticut HealthConnect Partnership	26	4240
Northwest Connecticut Manufacturing Regional Sector Partnership	84	6562
South Central Manufacturing Regional Sector Partnership	36	5838
Southwest Connecticut Tech Hub	18	435
Southwest Manufacturing Regional Sector Partnership	7	2255

# Good Jobs Challenge

## Regional Sector Partnerships drive CT's workforce innovation and growth

- **State Initiatives.** Industry partners provide feedback to help form and support state workforce initiatives.
- **Sector based curriculums have been created and enhanced.** Including a Metal Finishing curriculum that has received national certification and leveraged funding to build a metal finishing lab
- **Work Based Learning Opportunities** have been developed including healthcare shadowing days, healthcare clinicals, internships, micro-internships, work/learn and virtual reality and stimulation
- **Partnership Actions Teams** collaborate on issues to strengthen CT's workforce, childcare, transportation, workforce housing, sector data, legislative, health and wellness, quality jobs, career awareness outreach, adopt a school, and AI integration

# Regional Sector Partnerships

## Architecture, Engineering and Construction Industry Partnership

**Convener:** Northwest Regional Workforce Investment Board

**Industry Lead:** Beth Dupont, O&G Construction

**Membership:** 50 partners

Newly forming statewide Industry Partnership with a focus on the Architecture, Engineering and Construction industries.

**Action Teams:**

- Workforce Development/Career Awareness/Training
- Data
- Legislation/Policy
- Outreach and Branding

# Regional Sector Partnerships

## Greater New Haven Bioscience Collaborative



**Convener:** Greater New Haven Chamber of Commerce

**Industry Lead:** Erika Smith, ReNetX Bio

**Key Partners:** Alexion, Astra Zeneca, Arvinas, Biohaven Pharmaceuticals, Boehringer Ingelheim, Halda Therapeutics, Pfizer, Rallybio, Trevi Therapeutics, Yale University, BioCT

**Membership:** 59 partners

**Action Teams:**

- Education Committee
- Talent Team
- Healthcare Collaborative
- RSP Steering Committee



The Collaborative is working to advance a sustainable bioscience workforce and career opportunities through active engagement with industry leaders and community partners. The Collaborative has developed direct access to students through our career awareness program and active connections with our statewide university system. The national internship program, Life-Science SRINTS, now in its third year has brought in over 450 students.

# Regional Sector Partnerships

## Eastern Connecticut Healthcare Partnership (Eastern)



**Convener:** Eastern Connecticut Workforce Investment Board

**Industry Lead:** Dave Bethel, Cross Sector

**Key Partners:** Hartford Healthcare, United Services, United Community and Family, Reliance Health, Apple Rehab, Day Kimball, Harbor Village, Yale New Haven Healthcare

**Membership:** 141 partners

### Action Teams:

- Policy
- Quality of Life
- HEAT
- Youth Pipeline



ECHP was one of the organizing RSPs to unite all 4 Connecticut RSPs on discussions and actions around healthcare legislation and policy. ECHP Quality of Life team organizes speakers to share resources and develop events where employers share resources and programs that they are using to promote employee safety and wellness with a particular focus on Childcare.

# Regional Sector Partnerships

## Capital Area Healthcare Partnership (North Central)



**Convener:** Capital Workforce Partners, Connecticut Health Council

**Industry Lead:** Carol Fitzgerald, New Horizons

**Key Partners:** Hartford Healthcare, Trinity Health, Connecticut Children's Hospital, CT Department of Corrections, Oak Hill, InterCommunity, The Village for Families and Children, Blue Hills Civic Association

**Membership:** 50 partners

**Action Teams:**

- Legislative/Policy/Data
- Career Awareness
- Employer Engagement



CAHP was one of the organizing RSPs to unite all 4 Connecticut RSPs on discussions and actions around healthcare legislation and policy. CAHP hosts the Unconference. to foster open and honest dialogue about careers in healthcare. The event brings together healthcare leaders, students, educators, and aspiring healthcare professionals to discuss topics such as good jobs in healthcare, career preparation, workplace culture, and more. Nearly 170 participants attend this annual event.

# Regional Sector Partnerships

## Northwest HealthConnect Regional Sector Partnership



**Convener:** Northwest Regional Workforce Investment Board

**Industry Lead:** Kimberly Mitola, Hartford Healthcare

**Key Partners:** Griffin Health, Hartford Healthcare, Northeast Medical Institute, Hispanic Coalition, Academy of Medical Training

**Membership:** 67 partners

### Action Teams

- Building Early Awareness
- Education Pipeline
- Community and Employee Wellness

Northwest HealthConnect RSP successfully partnered with healthcare employers across the region to implement an immersive summer workbased learning programs. This initiative provided students with valuable exposure to the healthcare field, culminating in each participant receiving a certificate of completion and a letter of recommendation.



# Regional Sector Partnerships

## Eastern Advance Manufacturing Alliance



**Convener:** Eastern Connecticut Workforce Investment Board

**Industry Lead:** Chris Jewell, Collins & Jewell

**Key Partners:** Collins and Jewell, General Dynamics/Electric Boat, Westminster Tool, The Lee Company, Acme Wire, Jeffco, Nautilus Integration, US Button Corp, Wepco

**Membership:** 141 partners

### Action Teams:

- Steering
- Workforce
- Youth Pipeline



During the past 15 years, what is now the EAMA RSP has earned recognition as a national leader in industry-driven partnerships. Its signature accomplishments include the development, implementation, and expansion of the Eastern CT Manufacturing Pipeline Initiative (MPI) and Youth Manufacturing Pipeline Initiative (YMPI), which has placed more than 3,600 workers into employment since 2015.

# Regional Sector Partnerships

## Northwest Connecticut Manufacturing Regional Sector Partnership



**Convener:** Industry Lead: Northwest Regional Workforce Investment Board

**Lead:** George LaCarpa, UniMetal

**Key Partners:** American Electro Products, LLC, H-O Products Corp., Hubbard-Hall, Inc, Lesser Evil, Metal Finishing Technologies, LLC, PMC-STC Inc, Summit Plating, Summit Plating, Unipharm Inc, Waterbury Plating

**Membership:** 67 partners

### Action Teams:

- METAL
- Digital Manufacturing
- Hearts and Minds Career Awareness and Outreach
- Chemical Manufacturing



Northwest Connecticut Manufacturing RSP leads the way with curriculum development. Ten industry partners collaborated to develop a Metal Finishing program that allows participants to earn national, industry recognized NIMS credentials. This secured additional funding (\$300,000) to build out a metal finishing lab at a local training center. Developed a Digital Manufacturing 101 program in partnership with educational institute.

# Regional Sector Partnerships

## South Central Manufacturing Partnership



**Convener:** Workforce Alliance, Greater New Haven Chamber of Commerce, Middlesex County Chamber of Commerce

**Industry Lead:** Chris Dimou, Roto Frank Group

**Key Partners:** Holo-Krome, Penn Globe, Wepco, Unicorr, Ulbrich Stainless Steels and Special Metals

**Membership:** 78 partners

### Action Teams

- Leadership Team
- Talent Team
- Food Manufacturing



South Central Manufacturing Partnership's goals are to strategically create and expand talent pipelines by utilizing a data-driven approach to address the needs of the industry. We expand and support career awareness programs at the secondary level and create direct connections to talent for manufacturing organizations.

# Regional Sector Partnerships

## Southwest Connecticut Manufacturing Partnership



**Convener:** Bridgeport Regional Business Council

**Industry Lead:** Sam Simons, OEM Control

**Membership:** 50 partners

### Action Teams:

- Workforce Housing
- Energy
- AI
- Leadership



**SOUTHWEST CONNECTICUT  
MANUFACTURING PARTNERSHIP**

Leading the initiative to develop Workforce Housing for Manufacturers in the state of Connecticut. Partnered with Southwest Tech Hub to form the MetZone to engage industry and collaborate on initiatives across sectors within the same region.

# Regional Sector Partnerships

## Capital Area Tech Partnership



**Convener:** Capital Workforce Partners

**Lead:** Steven Lacroix, CGI

**Key Partners:** Accenture, Cognizant, Infosys HCL Technologies, LTI Mindtree, Novus Insight, TEKSystems, Vancord, CGI, CT-BITS, The Walker Group, Stanley Black and Decker

**Membership:** 38 partners



### **Action Teams:**

- Tech Work Experience and Apprenticeships

CATP promotes learning opportunities through innovative apprenticeships, TECH Talks webinars, AI workshops and career awareness fairs.



## Objective 2: Build Skills

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Develop a workforce skills ecosystem where people thrive and businesses grow.

### KEY STRATEGIES

- ▶ Expand early career exposure and exploration opportunities
- ▶ Increase opportunities for high school students to gain early college and career experiences, skills, and college credit
- ▶ Increase opportunities for postsecondary learners to gain career-ready skills, experience, and credentials
- ▶ Increase opportunities for adult learners to gain in-demand workforce skills and credentials
- ▶ Partner with employers to upskill their current workforce

# Career ConneCT – a \$70MM ARPA Investment

CT's most significant investment in workforce

- Career ConneCT provides free training and support services to CT's unemployed and underemployed residents, with a focus on residents seeking additional access to training and career pathways.
  - ✓ **19 Grants** awarded to Local Workforce Development Boards and Community Based Organizations statewide
- Career ConneCT has exceeded its enrollment and completion goals and are on track to meet employment goals
  - ✓ Placed more than **2 out of 3 participants in quality jobs**
- A statewide virtual portal connects residents with education, career resources, and navigation support.
  - ✓ **8,000 more residents** have completed the registration and assessment and are seeking short-term, industry recognized training programs



Data as of June 30, 2025

# Career ConneCT

A National Exemplar of supporting job seekers

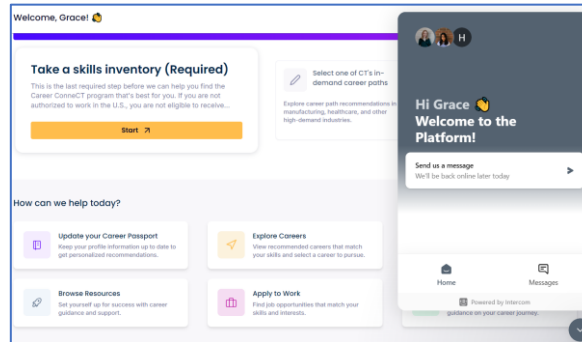
## 1 Targeted Marketing and Awareness

- Social media, radio, TV, ads on busses storefronts, billboards
- Multiple languages



## 2 One-Stop Enrollment and Intake

- Career ConneCT portal one-stop for enrollment, skills assessment, case management services



## 3 Supportive Services

- Childcare
- Transportation
- Housing
- Stipends

## 4 Industry-Informed Short-Term Training and Education leading to stackable credentials

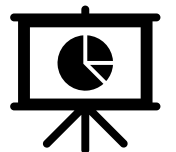
- Curriculum informed by industry skills needs
- Stackable credentials
- Work-based learning opportunities, including internships, pre-apprenticeships

## 5 Good Jobs in In-Demand Industries

- Commitments to hire
- Good Jobs Quality Framework

## 6 Data Collection, Analysis and Reporting

- Enrollments, completions, hiring, wage gains
- Independent evaluation



# Career Connect

Supports 68 high-quality training programs and certifications

## **CDL**

- Tractor-Trailer and Light Truck Drivers

## **IT**

- MS Office Specialist, Google IT Support, CompTIA A+, CompTIA Network+, AWS Foundations
- Front-end Development
- CSCU Web Certification, PHP/My SQL, and Java; Google Data Analytics; Google UX Design

## **Cybersecurity**

- Google IT Support; CompTIA A+; CompTIA Network+; CompTIA Security+; Business Continuity/Disaster Recovery; CISSP Certificate
- Network/Cloud Operations
- AWS Foundations; AWS Architect; AWS Operations; AWS Developer; Microsoft Azure Fundamentals
- Software Engineering
- Web Development

## **Advanced Manufacturing**

- Robotics Training: Programming I
- Welder, pipefitter, inside machinist
- Internet of Things and Cybersecurity
- Industrial Sales Training
- Manufacturing math
- Blueprint reading
- Metrology
- Welding
- Drafting
- Machining skills

## **Bioscience**

- Lab Operations
- Compound Management
- Laboratory Animal Husbandry
- Research Support
- Biomanufacturing

## **Clean Energy / Infrastructure**

- Solar Photovoltaic Installers
- Environmental Remediation
- HVAC Technician
- Weatherization
- BPI Building Analyst (BA)
- BPI Envelope Professional (EP)
- BPI Multifamily Building Analyst
- Infiltration and Duct Leakage
- Environmental field technician
- Healthy Home Evaluator (HHE)
- OSHA 10
- OSHA Confined Space
- Lead Renovation, Repair and Painting Rule (RRP)

## **Construction**

- Foundational skills training for trade union registered apprenticeship programs
- Construction: Flagger
- Forklift Operator

## **Human Services**

- Personal Care Technician
- Recovery Assistant
- Physical & Psychological Management Certifications
- CPR, First Aid

## **Healthcare**

- Certified Nursing Assistant
- Home Health Aide
- Phlebotomist
- EKG Tech
- EMT
- Patient Care Technician
- Certified Med Assistant
- Pharmacy Tech
- Community Health Worker
- Human Services Assistant
- Dental Assistant
- Physical Therapy Aide
- Medical Billing & Reimbursement Specialist
- Certified Professional Coder
- CPR/First Aid
- Health Information Management
- American Heart Association Basic Life Support for Healthcare Providers

## **Retail / Hospitality**

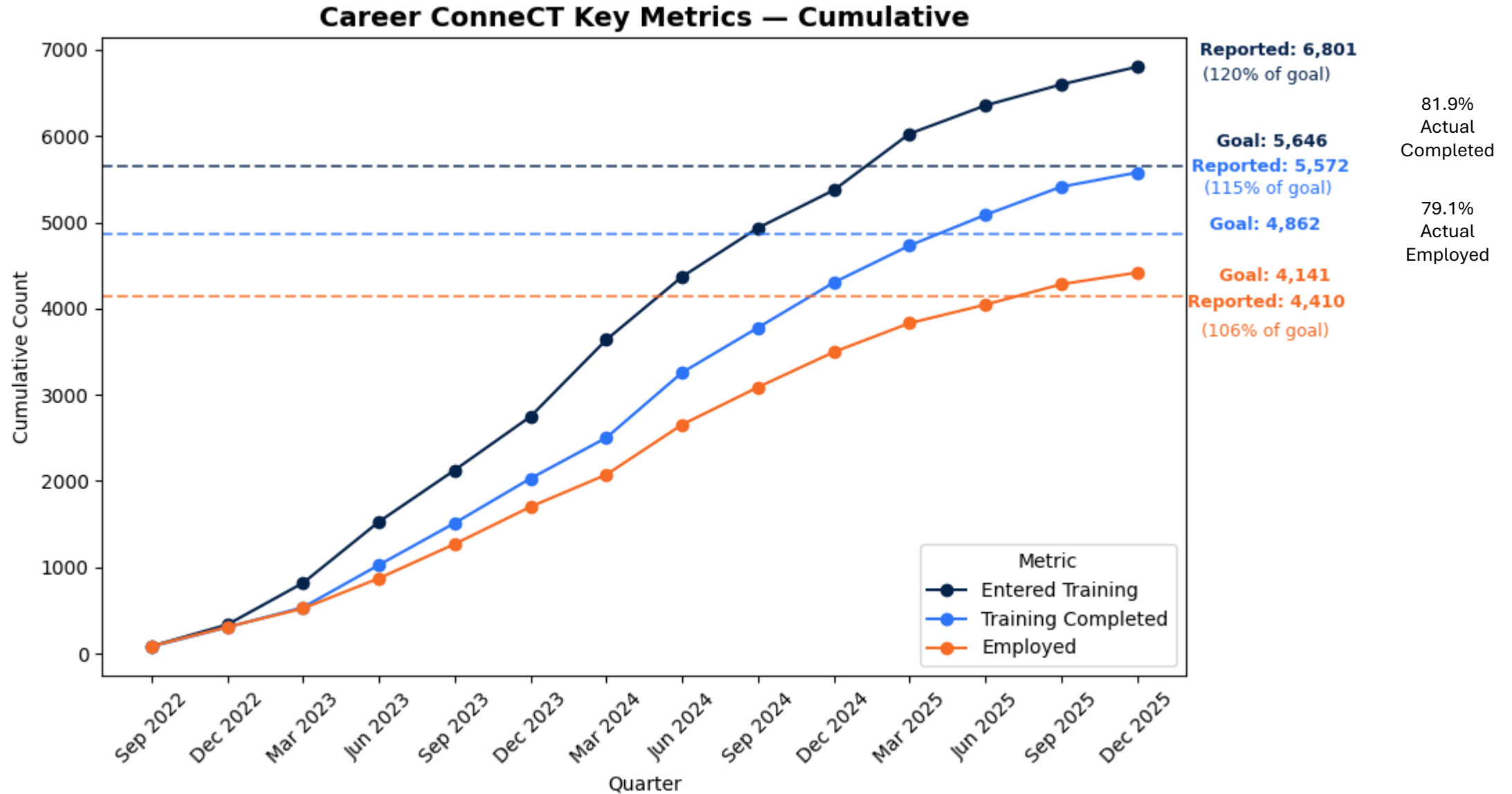
- Customer Service
- Hospitality
- Retail Fundamentals
- Remote customer service
- Database management
- Internal support

## **Culinary**

- Food Handler – ServSafe Food Handler Certification/ Cook, Server

# Career ConneCT Cumulative Key Metrics

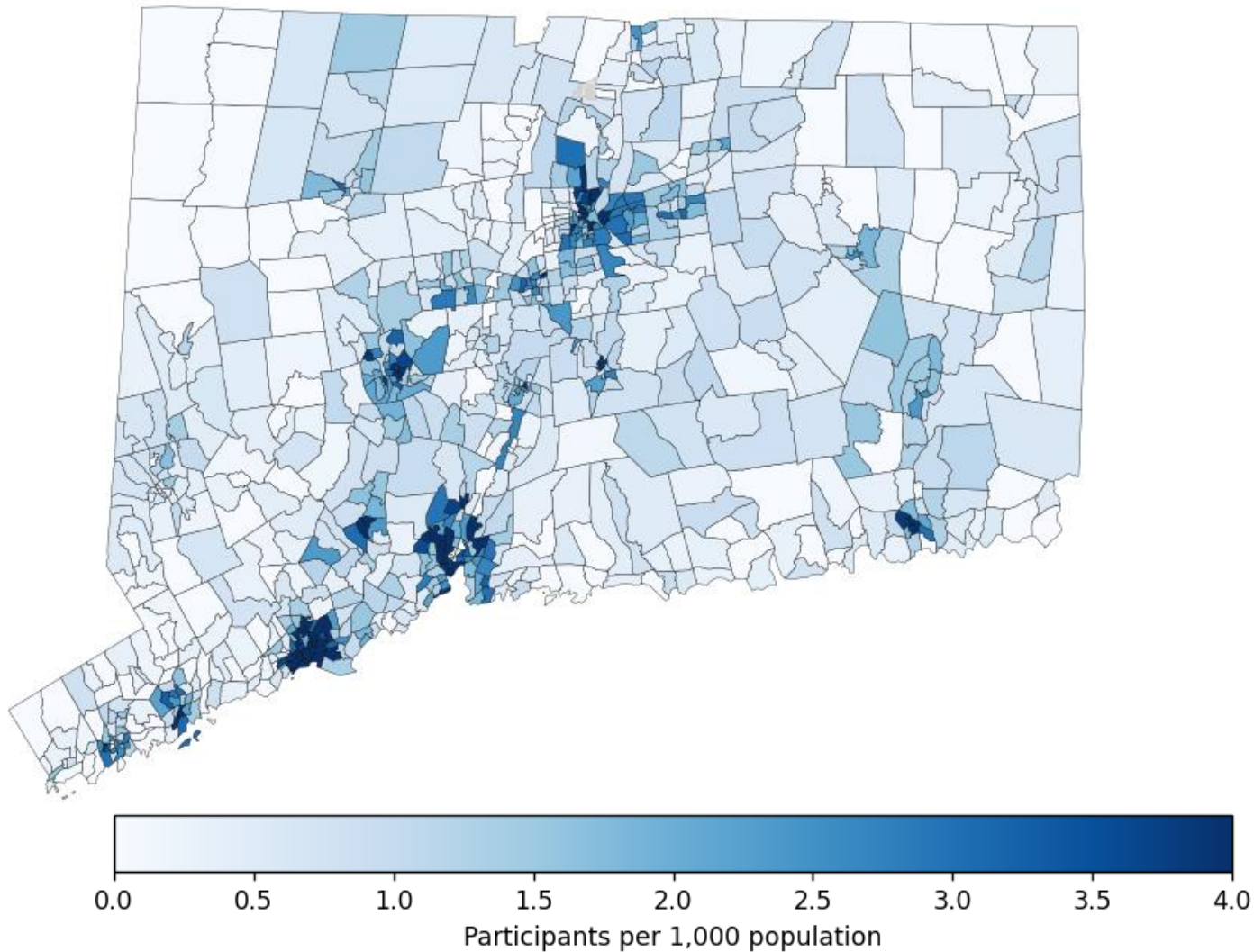
From launch to Dec 30<sup>th</sup>, 2025



# Career ConneCT Cumulative Key Metrics

From launch to Dec 30<sup>th</sup>, 2025

## Participation Rate by Census Tract



Addresses for approx. 4,800 participants were found in CT Hires, these have been mapped to census tracts.

Participation clusters strongly in urban centers. Danbury stands out as an urban center that is currently underserved.

It would be interesting to examine how proximity to AJCs affects enrollment rates.

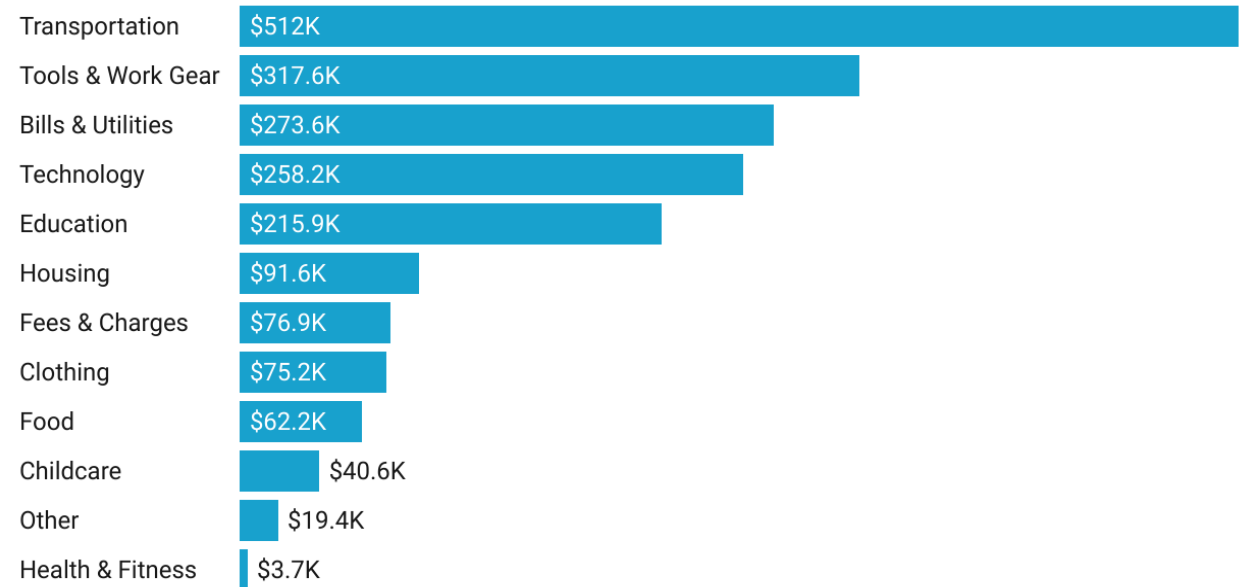
The spectrum is capped at 4 participants per 1000 population for interpretability purposes, but some tracts see values as high as 12.

# Career ConneCT

Career ConneCT Grantees have provided \$4,927,694 on supportive services to date

- Supportive services are a critical component to helping residents overcome barriers to participation and training
- Career ConneCT features a broad range of supportive services – a key change from other traditional grant awards
- Nearly **\$3MM (60%) in stipends** were provided to support participants as they enrolled and completed job training programs
- The remaining spend is distributed across a broad set of participant needs

## Non-Stipend Spend By Category Across Grantees



Created with Datawrapper

# CT Health Horizons – a CSCU Partnership

A \$35MM, three-year APRA Investment aimed at nursing and social workers

- Launched in July 2022 and expiring in December 2025, this initiative grows the next generation of nurses and social workers
- Partnerships with 20+ public and private colleges to respond to CT's critical workforce shortage
- Health Horizons is in its third, and final year, of programming



## Tuition Support

Goal: Incentivize 1,200 low-income and minority students to enter accelerated and cost-effective nursing and social work programs.

**Performance: 1,662 scholarships issued over the first two years – 138% over the total goal of 1,200 in just two years**



## Faculty Support

Goal: Rapidly expand seat capacity by 1,000 students and train the next generation of nurses and social workers.

**Performance: 73 new hires expanding both nursing and social work offering statewide; 32 hires are multi-year hires creating continuity in program offerings.**



## Innovative Programs

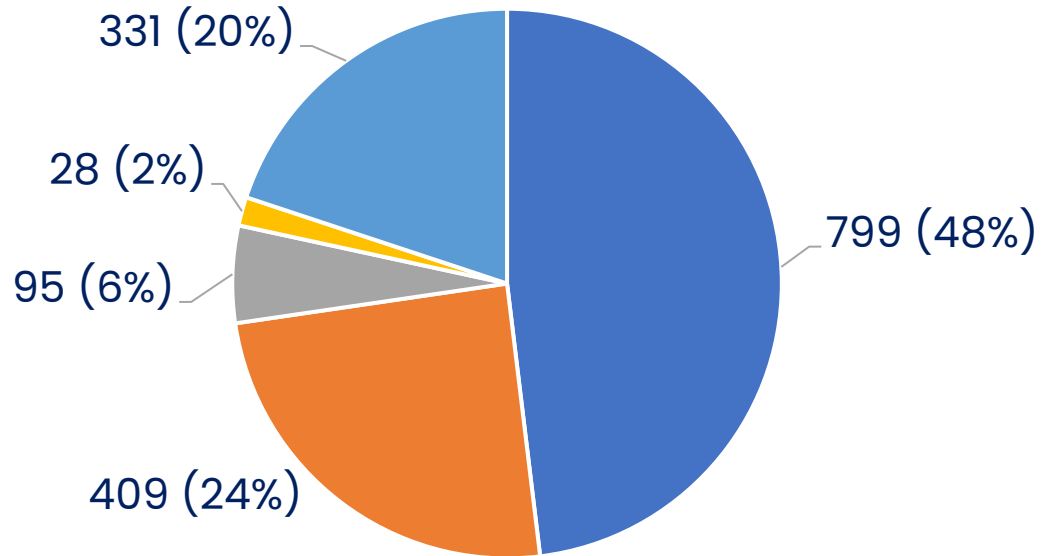
Goal: Promote partnerships between healthcare employers and institutes of higher education to support entrance into careers in nursing and social work.

**Performance: 10 nursing and six social work innovative programs partnering with high schools, businesses and hospitals advancing access and partnerships**

# CT Health Horizons

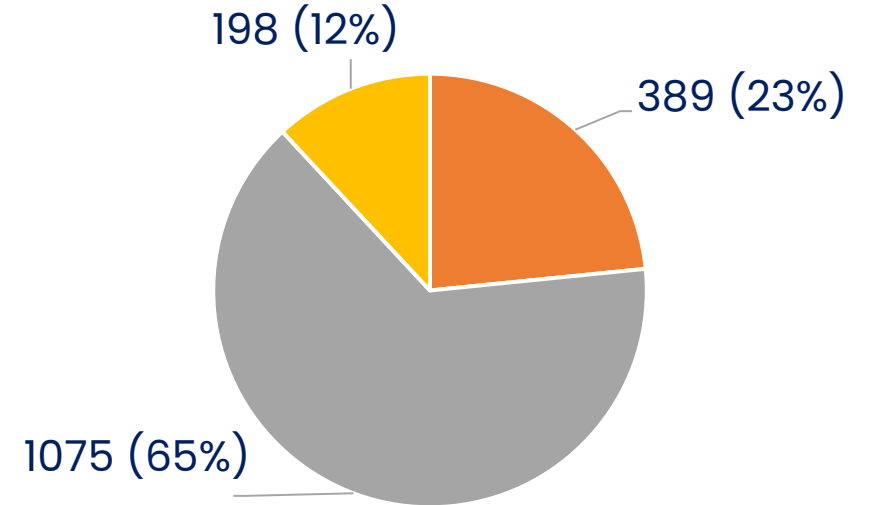
Over 1600 Scholarships have been dispersed

### Scholarships by Race



- White
- Black or African American
- Asian
- American Indian or Alaska Native
- Did not self-identify

### Scholarship by Ethnicity



- Hispanic or Latino
- Not Hispanic/Latino
- Did not self-identify

The program is effectively supporting students from demographics that experience persistent opportunity gaps, representing at least **47%** of all scholarships issued

# CT Health Horizons

## A look at Scholarships Issued, Year to Date

- 65% of institutions are fully obligated with year-three scholarships
- 32% of all scholarships have been issued to Pell eligible students
- Awards reached a broad mix of CT students, reflecting strong participation from multiple colleges and income groups.

Program of Study	Year 1	Year 2	Grand Total
Accelerated Bachelor's in Nursing (BSN)	285	333	618
Bachelor of Science in Nursing (BSN)	159	351	510
Master of Social Work (MSW)	106	309	415
MSN Advanced Practitioner: Psychiatric Mental Health	5	0	5
Post-Graduate Certificate (PMHNP)	4	11	15
Psychiatric Mental Health Nurse Practitioner (PMHNP)	32	67	99
<b>Grand Totals</b>	<b>591</b>	<b>1071</b>	<b>1662</b>

# CT Health Horizons

## Examples of Innovative Programs in Nursing

- **Fairfield University** (\$586,770): Fairfield University's Health Partners Scholars Program is identifying students interested in Connecticut careers and immersing them in clinical education at partnering facilities: Yale New Haven Health System (YNHHS), Griffin Hospital and Stamford Hospital to facilitate immediate entry into practice. Health Horizons innovation grant is supporting faculty salaries, travel, faculty development, simulation equipment and program marketing to recruit new students to the program.
- **Goodwin University** (\$817,500): Goodwin University's (GU) Innovative program is increasing the number of students in the nursing career track by working with the Connecticut River Academy to design and implement an Early College Experience Certified Nurse's Assistant program. A new CNA classroom will be opened, and students will receive college credit as beginning building blocks to further college education in the Nursing and Health Professions field. GU will also enhance its program with new simulation equipment and professional development for current faculty in utilizing simulation techniques.
- **Quinnipiac University** (\$679,375): Quinnipiac School of Nursing is partnering with Hartford HealthCare (HHC) to implement a comprehensive, employer-led program to build a sustainable pipeline into the nursing workforce in Connecticut. This initiative develops a wide pool of qualified professionals to meet healthcare system in a range of clinical settings and for multiple student levels. Importantly, the components of this innovative program together provide four pathways for bringing new and upskilled entrants into Connecticut's nursing and hospital workforce.
- **Southern Connecticut State University** (\$224,500): Yale New Haven Health System (YNHHS) is partnering with the SCSU School of Nursing to pilot a part-time BSN evening/weekend program that provides a career ladder to the BSN credential for full-time Patient Care Technicians (PCTs)/Certified Nursing Assistants (CNAs) and other entry level healthcare employees.

# CT Health Horizons

## Examples of Innovative Programming in Social Work

- **Sacred Heart University** (\$697,151): CT CARES (Connecticut Creates Advances to Recruiting and Retaining Education and Employment for Social Workers) : (1) Provides direct admission from BSW to MSW for students receiving CT Health Horizons tuition assistance; (2) Expands internship and field placement opportunities; (3) Prioritizes placement advising; and (4) offers SW Employment readiness/career services.
- **Southern Connecticut State University** (\$334,080): SCSU has partnered with two New Haven healthcare agencies for an innovation to establish an MSW field placement training center in their respective agencies. This is a pilot program to test this strategy for expanding clinical placements and increasing employee retention. This partnership will provide field placements and facilitate timely graduation for 30 of the additional students who are admitted into SCSU's MSW program over the three-year period of the CT Health Horizons program.
- **UConn School of Social Work** (\$235,523): The UConn School of Social Work proposes two innovative programs: 1) Connecticut ¡Adelante! Program to expand the pipeline of bilingual and community-focused social workers serving Connecticut families; and 2) increase school social workers to address the current mental health crisis in CT.
- **University of St. Joseph** (\$10,000): To facilitate access to an MSW for students in eastern Connecticut—where, currently, no MSW programs exist east of the river—USJ has entered into a formal agreement with Mitchell College to offer our MSW program in New London, utilizing classroom space on campus during Saturdays and weeknights. The program will begin in Fall 2023, pending accreditation approval from the Council for Social Work Education.

# Tech Talent Accelerator 1.0, 2.0, and 3.0

Business/higher education partnerships in emerging, high-demand tech skills



DECD state-bonded, Tech Talent Funds, authorized by [CGS 32-7p](#).

Managed by the New England Board of Higher Education and the Business-Higher Education Forum, TTA partnerships are:

- **Developing and implementing** short-term (6-12 week) postsecondary credential and certificate programs, providing in-demand skills that are aligned with entry-level, technology-enabled jobs
- **Embedding high-demand** IRCs developed by global technology leaders (e.g., Google, Amazon and others) and industry-validated knowledge, skills and abilities (KSAs) into existing postsecondary credential or degree programs to support graduates' work readiness

# Tech Talent Accelerator 1.0, 2.0, and 3.0

Business/higher education partnerships in emerging, high-demand tech skills

## Tech Talent Accelerator 1.0

- University of Bridgeport
- University of New Haven
- University of St. Joseph
- University of Hartford
- Mitchell College
- Quinnipiac University
- Connecticut State Colleges and Universities (CSCU)

## Tech Talent Accelerator 2.0

- UConn–Stamford
- Fairfield University
- Connecticut College
- Southern CT State Univ.
- Charter Oak State College
- Albertus Magnus
- *Booster Grants:* University of Bridgeport, University of New Haven, University of St. Joseph, University of Hartford, Mitchell College, Quinnipiac University.

## Tech Talent Accelerator 3.0

- Focuses on AI Skills
- Grantee selection forthcoming



# TTA 1.0

A \$1MM investment to this pilot program

Institution	Area of Focus	Industry Champions
Mitchell College	Professional technology skills	<u>INsrcD</u>
Quinnipiac University	Cybersecurity for Healthcare	Vancord, Kyber Security, Fortify Security, IGT Gaming, Yale New Haven Hospital, Cornell-Scott Hill Medical, Help at Home, Clearwater Compliance, Cornell Weill Medical Center, ISC2 CT Industry Group
University of Bridgeport	Cybersecurity	CGD LLC., CYPROTECK Inc., Pitney Bowes
University of Hartford	Mobile App Development	Infosys
University of New Haven	Game Design & Development	SphereGen, Arsome Technology Group, and Pleiadian Systems Corporation
University of Saint Joseph	Data Analytics & Business Intelligence	CGI

# TTA 2.0

A second \$1.2MM investment from ECD's Tech Talent

Institution	Area of Focus	Industry Champions
Albertus Magnus College	Applied Data Science for Bioinformatics	Greater New Haven Chamber of Commerce
Charter Oak State College	Cybersecurity	Travelers
Connecticut College	Information Technology	Accenture
Fairfield University	Cybersecurity	Vancord
Southern Connecticut State University	Cloud Computing	Ancera
University of Connecticut - Stamford	Cloud Computing	Synchrony Financial, Pitney Bowes

# Tech Talent Accelerator 3.0

\$2.7MM Bond Funding, launching Fall 2025

## Year One

- *AI Skills Framework Development*
  - Identify specific AI skill needs, and generate promising practices for the establishment of AI skills pathways
- *AI Pilot Grants*
  - Awarded on a competitive basis to current TTA 2.0 grantees and institutions with mature business relationships

## Year Two

- *AI Innovation Grants*
  - Expand to up to 24 grantees from higher education institutions with the goal of addressing critical gaps in AI skills training, with focus on:
    - Reskill/Upskill the Tech Workforce for AI Competencies
    - Align Post-Secondary Training Programs with Industry AI Needs
    - Expand Work-Based Learning Opportunities
    - Create Pathways to AI Development for Secondary Students
- *High Impact Convenings*
  - TTA 3.0 will include high impact convenings to engage employers in developing the state's AI Skills Framework, as well as a number of statewide roundtables to share lessons learned from the implementation of the initiative.

# Tech Talent Accelerator by the numbers

As of Dec 31, 2024



Higher Education  
Institutions



Industry Partners



Pathways and Credentials  
in Development



Total Enrollment\*

\*Additional learners will benefit each semester.  
Learners may be duplicated in the total count.



Industry Recognized  
Credentials Earned



Internships Facilitated

# Career Accelerator (PA 22-118, revised PA 23-75)

\$300,000 Bond Funding

## Concept:

Zero-interest loans and no-cost supports to learners, who do not qualify for federal and/or state funding but do not have financial means to participate in training; once learners are placed into jobs and reach a minimum salary threshold, they repay their loans, with payment going back into the fund.

## Potential Occupations:

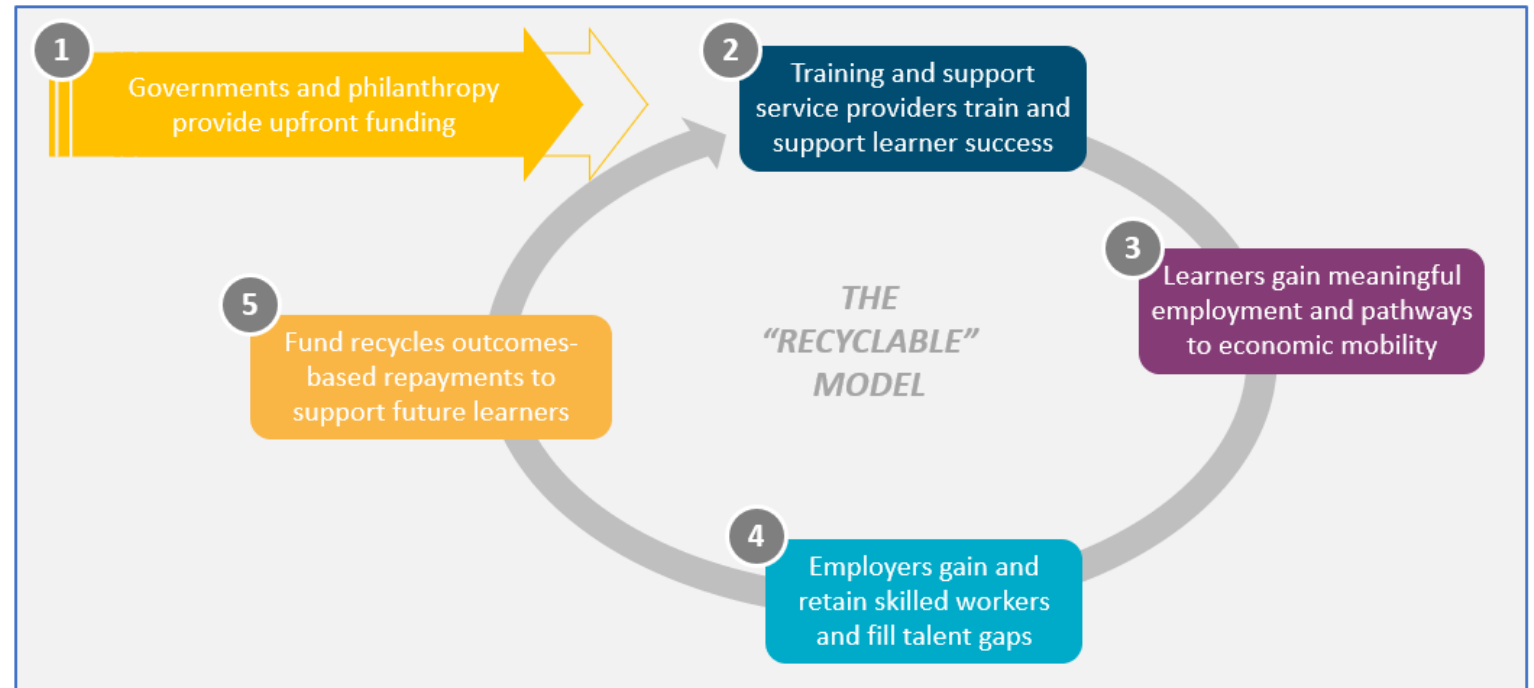
- CDL
- LPN
- Aerotech
- Mechatronics
- EMTs

## Benefits:

- (1) More sustainability of funding;
- (2) Expand opportunity to learners who face financial barriers to economic opportunity

## Pending allocation:

\$5M+ Bond initiative out of OWS Authorization, beginning with CDL and expanding to other in-demand industries, including healthcare and advanced manufacturing



# AI Skills for Jobs

\$125,000 Bond Funding



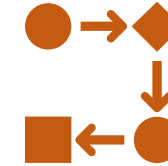
## The Project:

To provide industry-recognized, basic AI skills curriculum, including theoretical and practical skills, along with professional development, at no cost to nonprofit partners who will then educate the clients they serve on the curriculum



## Implementation:

~April 1, 2025 – February 28, 2027



## The Pilot:

Focus on nonprofits that serve residents seeking greater connection to workforce programs and training resources



## Status:

EdAdvance has been selected via Competitive Bid



## Objective 3: Expand Access

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Strengthen our workforce by expanding access to education, training and career pathways to Youth, Veterans, Returning Citizens, Women, and members from all communities seeking to capitalize on the opportunities we offer

### KEY STRATEGIES

- ▶ Expand access to education, training, and employment
- ▶ Strengthen ways for adult learners in need to gain basic skills
- ▶ Create accessible digital gateways to workforce opportunities

# OWS is committed to reducing barriers

Supportive services help residents stay engaged in education and training programs.

## Childcare



## Transportation



## Housing



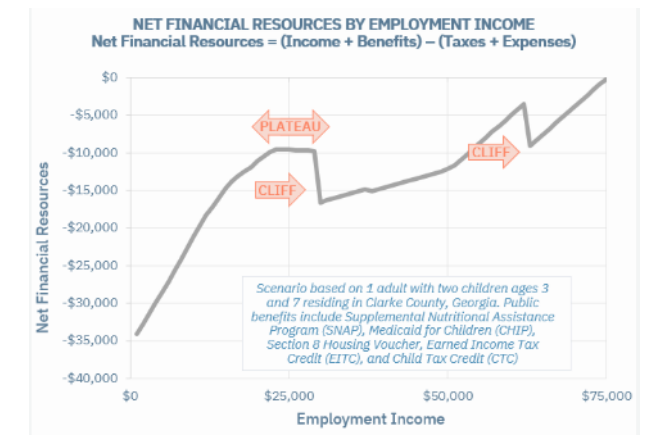
## Tools and Work Gear



## Stipends



## Benefit Cliffs



# Populations Facing Opportunity Gaps

Expanding access to members from all backgrounds and communities

## BIPoC



- Overrepresentation in low-wage roles
- Underrepresentation in leadership and high growth sectors
- Limited access to professional networks and mentorship that supports advancements

## People with Disabilities



- Employer bias and misconceptions about disability and capability
- Discriminatory hiring practices and lack of workplace accessibility
- Limited opportunities for advancement and career growth
- Lower rates of bachelor's degree completion

## Re-Entry



- Experience employer stigma and misconceptions about reliability, safety, and trustworthiness
- Legal restrictions barring entry to certain professions
- Extended career gaps hindering job prospects
- Insufficient access to job training and reentry programs

# Populations Facing Opportunity Gaps

Continued...

## Youth



- Limited exposure to career pathways, role models and work-based learning opportunities
- Lack of work experience, which can be required for entry-level positions
- Financial constraints and other barriers limit access to education and vocational training
- Challenges in accessing capital and support for young entrepreneurs

## Women



- Discrimination and bias in wages and representation in leadership roles
- Inadequate support for work-life balance
- Limited access to affordable, reliable childcare that supports full time employment or career advancement
- Face substantial caregiving demands that may not be supported by workplace policies

## Veterans



- Difficulty translating military skills to civilian job markets
- Gaps in employment history due to military service
- Lower rates of bachelor's degree completion
- May have service-related mental health and disability needs not fully supported by workplace policies

# Transportation Research Project

\$200,000 Bond Funding

- **Partners:** OWS, in collaboration with 2Gen, 2Gen Advisory Board Members, the CT Department of Transportation and the CT Department of Labor
- **Contractor:** RSG, Inc.
- **Working Goal:** Improve economic mobility for low-income individuals and families by increasing access to safe, reliable and affordable transportation options for employment opportunities and childcare.
  - Innovative and financially sound program options
  - Responsive to needs we hear from different groups across the state
- **Approach:**
  1. Landscape Analysis: Utilize mobility big data to identify and address workforce mobility demands, capacity and gaps
  2. Stakeholder Engagement: Engage stakeholders to understand challenges and inform solutions
  3. 2-3 Pilot Solutions: Develop workforce-specific transportation pilot programs
- **Completion: June 2025**

# Adult Education Remediation Pilots

## \$1.65MM Bond Funding

- **Accelerated Basic Skills Remediation** in the north central region for individuals interested in occupational training in Manufacturing, IT and Healthcare. Participants receive case management and access to services, including (but not limited to) transportation, childcare, and incentives to support their participation and completion of the course.
- **Information Technology (“IT”)/Tech Skills Remediation** in the North Central Region. Participants receive basic academic and professional skills training, along with fundamental knowledge of computer hardware and operating systems, word processing, internet search techniques, and basic troubleshooting.
- **Flexible schedule remediation program** for individuals located in the northwest region interested in occupational training in manufacturing, green energy, and commercial driver’s licensing. Scheduling opportunities include ~8 weeks, ~3 days per week during the day, afternoon, early evenings, or late evenings, ~2.5-hour class sessions, as well as flexible format (virtual, in-person, or both), enabling participants to continue in their current employment while receiving remediation.



 **CONNECTICUT**  
Workforce Strategy



WORK FROWARD:  
PATHWAYS FOR  
GROWTH

Governor's Workforce  
Strategic Plan