

# Capital Region Workforce Development Board Update to 5-year Strategic Plan

***Our mission is to coordinate a regional workforce system that meets the changing employment and training needs of both our employer and job seeker customers in support of the region's economic growth and vitality.***

## Assessment of Current Conditions

### Environmental Scan

The Capital Region Workforce Development Board has been actively seeking feedback from a wide range of state, local, and community organizations in order to determine the strengths, weaknesses, opportunities, and barriers to an effective workforce system in the Capital Region. CRWDB's revised goals reflect this in-depth look at the whole system.

#### **Population Overview:**

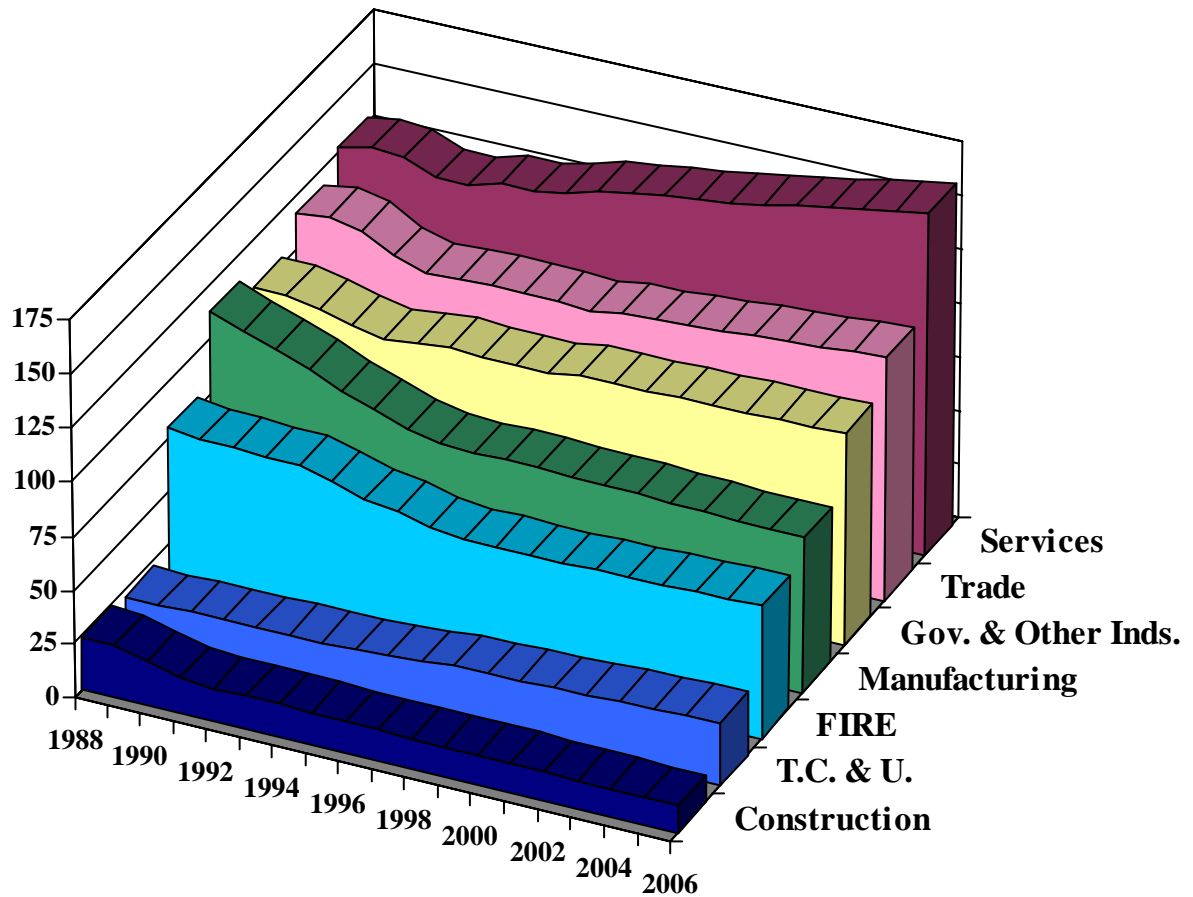
According to 2000 Census data, Hartford continues to lose residents to the surrounding suburbs. The city lost 13 percent, or 18,161 residents, while East Hartford, Enfield, East Windsor, Windsor Locks, Hebron, and Glastonbury gained between 5 and 22 percent new residents. In terms of ethnic population makeup, Hartford lost approximately 22,000 White residents and about 8,000 Black residents while the Hispanic population rose by more than 5,000, which now makes this population as the dominant racial group within the city. Over 25 percent of residents in Hartford and 21 percent of residents in the region as a whole are less than 14 years of age. Efforts will continue to focus on the development of the future workforce. In fact, CRWDB's new tagline is "Developing Tomorrow's Workforce Today."

#### **Economic Overview:**

As in the recent past, the manufacturing industry continues to slide in the Capital Region. However, there remain significant training needs in this sector to accommodate the increase in the use of technology.

The services sector, including health and business services, has risen in the region. Within the health services sector, there is still a major shortage of nurses. This shortage is particularly dire due to the fact that many nurses are edging towards retirement and there are not enough young trained nurses to replace them. The Capital Region is also experiencing a shift in the location of the retail employment. Hartford has experienced a slight loss in retail jobs while suburbs such as Manchester and West Hartford have gained in this sector.

Please refer to the chart below that shows the past, current, and future projections by sector for the Capital Region.



**Occupational Forecast:**

It is anticipated that systems analysts will continue to be in high demand as the services sector relies on computers to conduct its day-to-day business. Other computer-related occupations will remain in demand as well. According the CTDOL, the chart below demonstrates the top 15 occupations in three categories: occupations by growth, occupations by growth rate, and occupations by total openings.

Occupations by Growth	Occupations by Growth Rate	Occupations by Total Openings
Systems Analysts Retail Salespersons Cashiers General Mgrs & Top Execs Computer Support Specialists Registered Nurses Computer Engineers Nursing Aides/Orderlies Guards Engineering, Info Systems, Science Managers Social/Human Service Assistants Child Care Workers Physicians and Surgeons Admin Support/Office Supvrs Truck Drivers, Light/Delivery & Route	Computer Support Specialists Systems Analysts Computer Engineers Social/Human Service Assistants Medical Assistants Residential Counselors Sec/Comm/Fin. Sales Agents Other Health Professionals Engineering, Info Systems, Science Managers Teachers, Preschool Licensed Practical Nurses Police Patrol Officers Electrical & Electronics Engineers Social Workers, Medical/Psych Dental Assistants	Cashiers Retail Salespersons Waiters & Waitresses General Mgrs & Top Execs General Office Clerks Systems Analysts Registered Nurses Admin Support/Office Supvrs Food Prep Workers Janitors & Cleaners Secretaries, Ex Legal or Medical Teachers, Secondary School Nursing Aides/Orderlies Comb Food Preparation & Service Workers Guards

The Capital Region Workforce Development Board is participating in three projects that will assist in determining the specific needs of companies within the region.

1. **Community Audit Grant**—CRWDB is a partner with two workforce boards in Massachusetts (Springfield area and western MA). This capacity building project is designed to accomplish the following by March 2003:
  - Identify the industries and business clusters in the natural labor market region that have a competitive advantage and/or are critical to maintain in the area economy;
  - Conduct a closer analysis of the labor supply within the regions, i.e., workforce demographics, current skills and educational levels, barriers to upward mobility for certain groups, skills gaps, etc.;
  - Provide detailed and dynamic information about jobs and skill requirements within the most competitive and/or critical industries;
  - Help One-Stop Career Center customers and professionals understand career paths in the competitive and/or critical industrial and business clusters
  - Provide demand-side data to training providers to facilitate the development and design of training programs that respond to skill shortages and occupational demand.
  
2. **Business survey conducted by the Capitol Region Growth Council**—The Growth Council has initiated a survey with local businesses that includes a workforce development component on hiring and training needs.
  
3. **The Annual Connecticut Business & Industry Association (CBIA) Membership Survey**—CBIA collects information relative to concerns about issues such as labor, health care coverage and costs, business taxes and costs, and transportation issues.

## Strategic Goals

### Modifications Made to 5-year Plan as a Result of Environmental Scan

All of the goals set forth in the WIA plan are now intrinsic in the revised goals. The chart below shows the relationship between the original and revised goals, with the new goals outlined immediately following the chart.

Original goals from WIA plan	Corresponding revised goals
<b>Goal I:</b> Customers will go to the One-Stop first for employment needs, and receive prompt, pleasant professional service via a convenient, accessible system.	3. Coordination of Services and Performance Management
<b>Goal II:</b> One-Stop core, intensive and training services will be customer-driven, based on current requirements of the local job market, thereby resulting in achievement of WIA performance outcomes.	3. Coordination of Services and Performance Management
<b>Goal III:</b> Employer customers representing all industries, sizes and locations will be aware of the One-Stop system, use its services, and support related efforts such as planning, continuous improvement, and/or resource development.	5. Relationship with Broad Community
<b>Goal IV:</b> Special needs of target job seeker will be addressed through individualized program design and creative solutions to challenges of existing service models and limited resources.	3. Coordination of Services
<b>Goal V:</b> At-risk youth will receive a continuum of services as they age through the program, which prepare them for post secondary education, successful careers and responsible citizenship.	3. Coordination of Services
<b>Goal VI:</b> Commitment to and resources for workforce investment activities will be achieved through leveraging, cost-sharing, technological efficiencies, fundraising, and grants.	4. Resource Development

## CRWDB's Revised Goals and Objectives

See **Appendix A** for the implementation plan and timeline for each of the new goals that follow

**Goal 1: Clarity of Board Purpose** – Clarify and communicate CRWDB's purpose (mission) and role to key audiences.

**Objectives:**

- Validate CRWDB's mission internally – among board members and staff.
- Develop and implement an ongoing marketing/public relations campaign to assure that targeted audiences understand, identify, and support CRWDB's various undertakings.

**Goal 2: Performance Management** – Manage CRWDB to achieve the results for which it is responsible, such that it can be held accountable for its performance.

**Objectives:**

- Define CRWDB's performance accountabilities in measurable terms.
- Develop and implement a staff development program for CRWDB staff.
- Develop and implement a Continuous Improvement Plan for CRWDB and the contractors for which it is responsible.

**Goal 3: Coordination of Services** – Play an effective leadership role to coordinate/broker resources and services to address regional workforce priorities.

**Objectives:**

- Determine short- and long-term workforce needs and priorities. Develop and implement a process for on-going determination of needs and priorities.
- Develop and execute memoranda of understanding/agreements with local workforce development entities to clarify roles and responsibilities.

**Goal 4: Resource Development** – Play an effective leadership role to coordinate the development of resources – both financial and in-kind – to meet regional workforce priorities.

**Objectives:**

- Develop and implement a technical assistance strategy to build the capacity of local workforce development entities.
- Develop and implement internal processes to plan and account for the use of various funds and resources according to priorities.
- Create resource maps to determine services gaps. Generate alternative resources to fill gaps.

**Goal 5: Relationship with Broad Community** – Link effectively with regional business, elected officials and service providers as principal customers in building a demand-driven regional workforce system.

**Objectives:**

- Establish an effective Employer Services Response Team to respond to employer concerns and needs.
- Develop and implement business-responsive customer service training program for staff.

## Measures of Performance

The implementation plan in Appendix A contains information relative to success measures. As a part of the strategic planning efforts, CRWDB has undergone a reorganization to increase the capacity of the agency. Among these changes is the addition of a Performance Management Administrator (hired August 2001) and a position to handle the management of the strategic implementation plan as well as other research and planning duties. The efforts of both individuals in concert with staff will ensure all success measures are met.

The main strategic focus as it relates to CRWDB's revised priorities is centered on service integration. Linking contracting, planning, and measurement processes will ultimately result in service integration. Strategic planning efforts will continue throughout this year and into the year beginning July 2002.

### Coordination of Activities

In the first year of WIA implementation, CRWDB worked with the required One-Stop partners to develop the workforce system in the Capital Region:

- Department of Economic and Community Development
- Department of Social Services
- Department of Social Services, Bureau of Rehabilitation Services
- Department of Labor (Hartford, Manchester, and Enfield)
- State Department of Education
- Asnuntuck Community College
- Capital Community College
- Manchester Community College
- Title V Senior Aid Program (City of Hartford)

### 1. Strategic Planning Process

In June 2001, CRWDB held a strategic planning retreat for local and state representatives including education (secondary and higher), economic development, state commissioners, and local elected officials to gain their insight into what CRWDB's priorities ought to be relative to the customer base. Prior to the retreat, interviews were conducted of key stakeholders to establish a base set of priorities that would be discussed at the retreat. Using these priorities as a basis for discussion, workgroups were created at the retreat to determine the areas of focus within each priority and their relative importance. Deloitte & Touche, the contractor that facilitated the retreat, produced a report based on the pre-retreat interviews, the resulting priorities from the retreat, and a draft timetable to achieve the results desired.

Following the retreat, selected service providers were invited to a half-day session to discuss the priorities and solicit feedback from primary stakeholders. As mentioned above, this meeting resulted in the development of the Service Provider Network that meets on a regular basis. The Network will provide an arena for open communication among service providers to improve the workforce system and increase the capacity of such organizations.

CRWDB staff attended the September Capitol Region Council of Government's (CRCOG) Policy Board meeting to gain their approval of the priorities set at the two previous sessions. CRCOG approved the priorities.

CRWDB also met with Hartford 2000, the coalition of Neighborhood Revitalization Zone Committees for the City of Hartford. A special session was held to accommodate the need for discussions without time constraints. This group approved the priorities, and encouraged additional discussions in the future, one of which will occur at the November meeting of the group.

CRWDB's Executive Committee and Joint Policy Board approved the revised priorities at their respective October meetings.

The overall feedback from participants was very positive. Many participants noted that they had never been invited to discuss the board's priorities before, and appreciated the chance to do so. Most of the comments relative to the priorities fit into the Coordination of Services section, and appropriate comments were incorporated into the final draft of the priorities and the implementation plan.

## 2. CRWDB's Youth Council

CRWDB has been successful in implementing the Workforce Investment Act according to the requirements of the Act. The board is now in a position to expand upon the WIA requirements in order to continuously improve the workforce system in the region. By building, educating, and enhancing community partnerships, CRWDB's Youth Council has been able to coordinate youth activities and leverage funds for its 30-town service delivery area. Coordination activities have included:

- **Youth Council Strategic Planning Process**—CRWDB was selected by USDOL as one of five charter members of the youth council network to build a comprehensive youth network to ensure the efficient use of WIA, Youth Opportunity, Job Corps, vocational and public school system and other discretionary youth funds. This national demonstration project involves five focus groups (employer, community leaders, adults, youth service providers, and youth, both urban and suburban) to develop the strategic plan.
- **WIA Formula Partners**—Open House for Youth Providers to establish referral network
- **Youth Service Bureau (President) representation on Youth Council** to inform and link other YSBs in the SDA
- Establishment of a **Youth Opportunity (YO!) Hartford Community Advisory Committee** to assist in program development, etc.
- **YO! Hartford Community Leaders meetings**—HPS, City, & CRWDB
- **Youth Offender Grant**—The advisory committee for this capacity building project links to the Youth Council to discuss common issues and barriers
- **Hartford Connects database development**—Using funding from a number of different sources, the database has been developed to include information on all services available to the youth population to ultimately create a one-stop system for youth
- **Youth Leadership Employability Academy**—a partnership with CBIA and Hartford Public Schools to prepare youth for private sector summer employment (300 jobs).
- **Participation in a regional forum** with economic, community, and workforce development representatives that focuses on developing the future workforce.
- **Membership in the Hartford Youth Network** to link with both CRWDB-funded and non-funded programs in Hartford
- **Summer Planning Group & Summer Provider Feedback Group** with Hartford Foundation for Public Giving to coordinate and leverage summer funding and programs

- **Media (TV & radio) involvement in youth recruitment** with CREC videography program-to increase awareness of programs and services available to young people by highlighting current participants through their own work and training
- **School-to-Career Coordinator** on Spanish local TV station—for community education and youth recruitment for WIA and the school-to-career program.
- **Partnership with Hartford Foundation for Public Giving and the City of Hartford** working to maximize the availability of subsidized jobs.
- **Job Corps Community Relations Council**—this council serves as a liaison between the Job Corps Center and residents of the greater Hartford area.
- **Job Corps Industry Council**—the council reviews and evaluates labor market information, determines the skills and education necessary to obtain employment opportunities, and make appropriate vocational training recommendations.
- **Partnership with Hartford Public Schools**—an MOU has been drafted to outline HPS’ roles and responsibilities that the Division of Adult and Alternative Education will play for the Job Corps Center. Services include adult diploma and GED options, special education, ESL instruction, and counseling for Job Corps residents.
- Hartford is one of eight communities selected by the **U.S. Chamber of Commerce to pilot a project** model designed to enhance partnerships between local chambers, their private business members, and Job Corps Centers.

### 3. Additional Coordination Activities:

- **Collaborative effort** with the **Department of Economic and Community Development (DECD) and CT Department of Labor** through the establishment of an Employer Services Response Team– joined DECD and DOL’s efforts to encourage businesses to move into the region by including workforce development incentives.
- The addition of a number of **new Board members**.
- CRWDB is collaborating with CBIA to provide up to \$100,000 for customized training to upgrade under-employed participants in **CBIA’s Dislocated Worker grant**. The funds will be used to provide prevocational, ESL, and basic skills training for special needs populations.



## Expected Outcomes and Success Measures

Expected outcomes and success measures for each of the new CRWDB goals follow:

**Goal 1: Clarity of Board Purpose—Clarify and communicate CRWDB’s purpose (mission) and role to key audiences**

Activity	Expected Outcomes	Success Measures
1. Validate mission internally <ul style="list-style-type: none"> <li>• Rethink mission</li> <li>• Senior staff review</li> <li>• All staff review/endorsement</li> <li>• Executive Committee endorsement</li> <li>• Board Endorsement</li> </ul>	Staff and Board understand, support, and endorse the vision, mission and values of the organization	Increase participation by 5 percent in Councils, Executive Committee, Join Policy Board, meetings and other activities by staff and Board
2. Marketing and Public Relations Campaign <ul style="list-style-type: none"> <li>• Location signage (99 Pratt &amp; 3580 Main)</li> <li>• Banners for organization/programs</li> <li>• Trade Show booth</li> <li>• Display cases at Pratt</li> <li>• Media               <ul style="list-style-type: none"> <li>--Media Contact List</li> <li>--Press Releases</li> <li>--Meetings with media/stakeholders</li> <li>--Public Service Announcements</li> <li>--YO! Hartford, Job Corps, Adult Services/One-Stop, Hartford Construction Jobs Initiative</li> </ul> </li> <li>• Print Advertising               <ul style="list-style-type: none"> <li>--Newspaper ads</li> <li>--PowerPoint</li> </ul> </li> <li>• CRWDB Newsletter</li> <li>• Job Corps Newsletter</li> <li>• Radio Advertising</li> <li>• Website Development               <ul style="list-style-type: none"> <li>--CRWDB re-vamp</li> <li>--YO! Hartford site</li> <li>--Adult Services/CT Works</li> </ul> </li> </ul>	<p style="text-align: center;">Jobseekers, employers, and community leaders understand the function, value and usefulness of the One-Stop system.</p> <p style="text-align: center;">Community is educated on workforce development.</p> <p style="text-align: center;">Key audiences understand, identify and support CRWDB efforts.</p> <p style="text-align: center;">Credibility is established within broad community.</p> <p style="text-align: center;">Partnerships are developed with key customers to facilitate coordination of services.</p>	<p style="text-align: center;">Increased knowledge within the community of CRWDB as leader, coordinator, broker of workforce development related programs, and services as measured by survey instruments.</p> <p style="text-align: center;">Increase number of hits on website by 2 percent</p> <p style="text-align: center;">Number of requests for information.</p> <p style="text-align: center;">Increase in number of proposals submitted in response to RFPs by 5 percent.</p>

<ul style="list-style-type: none"> <li>• Service Provider Network Meetings</li> </ul>		
<b>Goal 2: Performance Management—Manage CRWDB to achieve the results for which it is responsible, such that it can be held accountable.</b>		
<b>Activity</b>	<b>Expected Outcomes</b>	<b>Success Measures</b>
1. Define performance deliverables in measured terms	Quarterly performance management and stakeholder reports that provide concise performance data to chief elected officials and community leaders	Reports distributed to various stakeholders.
2. Staff development program <ul style="list-style-type: none"> <li>• Develop plan <ul style="list-style-type: none"> <li>--Needs assessment</li> <li>--Strategy/implementation plan</li> </ul> </li> <li>• Implementation</li> </ul>	Individual staff development plan for each employee.  Agency-wide professional development plan.	Percentage of employees with professional development plans completed.  Goal 100 percent by Dec. 2002.
3. Continuous Improvement Plan <ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Implementation</li> </ul>	Adoption by Board of Continuous Improvement Plan modeled after the Baldrige criteria.	Plan adopted
<b>Goal 3: Coordination of Services—Play an effective leadership role to coordinate/broker resources and services to address regional workforce priorities</b>		
<b>Activity</b>	<b>Expected Outcomes</b>	<b>Success Measures</b>
1. Determine workforce needs/priorities <ul style="list-style-type: none"> <li>• Data development</li> <li>• Labor market analysis</li> <li>• Mapping of data using GIS</li> </ul>	Demographic and labor market data (including employer needs) displayed using mapping software. Demand occupations by cluster and special needs of target populations are identified.	Workforce needs and priorities are determined.
2. Develop MOUs/MOAs with local workforce development entities Develop required MOUs Develop MOUs/MOAs beyond WIA requirements Create cost allocation/cost sharing plan	Collaborative implementation of the One-Stop.	Increase percentage of funding that is non-WIA by 5 percent.
<b>Goal 4: Resource Development—Play an effective leadership role to coordinate the development of resources, both financial and in-kind, to meet regional workforce priorities.</b>		
<b>Activity</b>	<b>Expected Outcomes</b>	<b>Success Measures</b>
1. Develop Technical Assistance strategy for local service providers	Increased capacity of local workforce development agencies to provide a wide range of	Increased percentage of proposals that meet first-round threshold

<ul style="list-style-type: none"> <li>• Conduct proposal writing workshops</li> <li>• Attend brown bag lunches with service providers to understand programs. Site visits.</li> <li>• Develop procedure for obtaining assistance.</li> <li>• Recruit non-participating service providers</li> <li>• Creation of youth Worker Training Academy</li> </ul>	<p>services to more customers.</p> <p>Better collaboration between CRWDB and service providers.</p>	<p>criteria by 10 percent.</p> <p>Funds leveraged outside of CRWDB as a result of TA.</p> <p>Increase the number of new service providers participating in TA activities by 10 percent.</p>
<p>2. Develop and implement internal processes to plan and account for the use of funds and resources.</p> <ul style="list-style-type: none"> <li>• Revenue projections</li> <li>• Expenditure plan</li> <li>• Review of procurement process</li> <li>• Review of monitoring practices</li> </ul>	<p>Funds are disbursed in a timely and efficient manner.</p>	<p>CRWDB establishes and maintains 85 percent expenditure rate.</p>
<p>3a. Create resource maps to determine gaps in service.</p> <ul style="list-style-type: none"> <li>• Conduct education/training inventory</li> <li>• Create database of services/providers</li> <li>• Distribute information to partners</li> <li>• Determine gaps to be funded</li> <li>• Identify resources (cash and in-kind) available region-wide to address workforce needs/priorities</li> </ul>	<p>Funds (both cash and in-kind) are utilized to address regional priorities.</p>	<p>Extent to which gaps are identified can be filled through resource leveraging.</p>
<p>3b. Generate alternative resources to fill service gaps</p> <ul style="list-style-type: none"> <li>• Subscribe to various funding-based publications</li> <li>• Locate discretionary funding pools</li> </ul>	<p>Funds (both cash and in-kind) are utilized to address regional priorities</p>	<p>Extent to which gaps are identified can be filled through resource leveraging</p>

<ul style="list-style-type: none"> <li>• Write proposals</li> </ul>		
<b>Goal 5: Relationship with Broad Community—Link effectively with regional business, elected officials, and service providers as principal customers in building a demand-driven regional workforce system.</b>		
<b>Activity</b>	<b>Expected Outcomes</b>	<b>Success Measures</b>
1. Establish effective Employer Services Response Team to respond to employer needs. <ul style="list-style-type: none"> <li>• Expand employer services arm of the One-Stop to go beyond Rapid Response, to include companies expanding and/or moving to the region.</li> <li>• Develop/implement business-responsive customer service training program for appropriate staff.</li> </ul>	Effective integration of economic and workforce development.  Professional Development plan for staff implemented	Increase in utilization of business-related services by 5 percent  Percentage of appropriate staff received training. Goal: 100 percent by Dec. 2002.
2. Report to community on an ongoing basis <ul style="list-style-type: none"> <li>• Public Relations campaign</li> <li>• Strategic Planning</li> <li>• Service Provider Network</li> </ul>	Community is aware of CRWDB, its mission, efforts, and successes.	Reports generated.

## Barriers to System Building

- **Data Fragmentation**—Information exchange is needed to better serve job seeker customers and employers. Confidentiality issues exist, however, regarding sharing wage and employment data based on regulations. Multi-data tracking methods across mandatory partner programs need to be established. This barrier will mainly be addressed through the use of the WIA Business System.
- **Capacity Building**—There is a need for broader system capacity building across programs and agencies. Need to establish baseline of workforce knowledge. Need to provide greater access to staff capacity training opportunities. The priority area of resource development, specifically the technical assistance program, will provide programs and agencies with a broader understanding of workforce development issues.
- **Support Services**—There is a shortage of transportation resources, especially individual options for job seekers in construction or other types of occupations that require cars. Also, there is a shortage of childcare, specifically non-traditional options such as nights, weekends, and care for children with disabilities or behavioral issues. The priority area of resource development (resource mapping and leveraging alternative resources to address gaps in service), will work to identify specific gaps and generate resources to fill the gaps.

## **Conclusion**

Although there have been no structural changes to the Board that oversees the activities of the CRWDB, there are preliminary discussions on the consolidation of various councils. Significant changes have been made to the structure of the staff to enable CRWDB to accomplish the goals and priorities established in the planning process.

The main strategic focus for the year is centered on service integration. The priorities identified through the planning process encompass the overall focus for the next year. The implementation efforts will continue throughout this program year and into the year beginning in July 2002. The implementation plan is intended to be a work in progress that will guide CRWDB's activities over the next year, until which time CRWDB will evaluate progress made. Adjustments to the plan will be made as necessary and as suggested by community stakeholders.