Welcome to the CEDAS Academy Economic Development Strategy Tapas Webinar Series

ED Strategy Series is a web-based educational learning series developed by UConn Extension in collaboration with the Connecticut Economic Development Association and the Connecticut Economic Resource Center.
Connecticut Economic Development Association, is a not-for-profit organization committed to advancing the practice of economic development within the state of Connecticut. CEDAS encourages communication among its members by providing a forum for discussion and information exchange.
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How to find us

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Thursday April 13, 2017  11am - 12 pm
ACTIVATING THIRD PLACES: MAKER AND CO-WORKING SPACES

- SPEAKERS  SPARK Makerspace, New London - Hannah Gant Founding Member
- BHive: Bridgeport - Marcella Kovak- Co owner of Founder / Partner at The Bananaland Co-Founder / Partner at B:Hive Bridgeport

Register at: www.cedas.org
Innovations in Workforce Development

A CEDAS Academy Webinar
February 16 | 11:00 a.m. - 12:00 p.m. ET

Hosted by Laura Brown, UConn-Extension Program in Community & Economic Development, and Rebecca Nolan President, CEDAS. This webinar is free and offered as a cooperative program of CEDAS and the University of Connecticut-Extension Program in Community & Economic Development.
Today's Presentation

This webinar is part of our TAPAS Series and we hope this presentation gives you a "taste" of:

- What’s happening in Connecticut’s labor market
- Collaborative and innovative strategies for workforce development through local examples
- How workforce development can grow collaboration and support businesses in your region
Our Presenters

Patrick Flaherty is Assistant Director of Research and Information at the Connecticut Department of Labor. Prior to his promotion to Assistant Director he was an economist in the Office of Research where his responsibilities included occupational projections and long-term industry projections. He received his Bachelors Degree in Social Studies from Harvard University and his Masters Degree in Economics from the University of Connecticut. Patrick's research interests focus on displaced workers and human capital development. He has authored several manuscripts for the Office of Research, has given many talks and presentations to business and jobseeker groups.

Adrienne Farrar Houël is President and CEO of Greater Bridgeport Community Enterprises, Inc. (GBCE), a 501(c)(3) nonprofit community development corporation founded in 2006. GBCE, with its management team, develops green nonprofit enterprises to create jobs for disadvantaged area residents; assists small and minority businesses to develop green products and programs; researches trends in green business development; has trained and placed low and moderate-income residents in green jobs; and advocates for more green jobs in the Bridgeport area and throughout the State of Connecticut.

Mark Hill is the COO of the Eastern CT Workforce Investment Board (EWIB). EWIB is the oversight body recognized under the federal Workforce Innovation and Opportunity Act (WIOA) for the coordination of workforce development services in the 41-town Eastern CT region. Mark has a 25+ year record of leadership in both the private sector and workforce development policy. His private sector experience includes Connecticut companies like General Dynamics’ Electric Boat, Pfizer and Aetna, where he held several executive leadership roles during that tenure.
Overview of the Workforce in Connecticut

Patrick J. Flaherty
Assistant Director of Research and Information
Connecticut Department of Labor
February 16, 2017
Connecticut Employment Measures

![Graph showing Connecticut Employment Measures from 2013 through 2016 Q4. The graph compares 'Household' and 'Payroll' measures. The 'Household' measure shows a steady increase, while the 'Payroll' measure peaks and then declines slightly.](image)
Jobs by Labor Market Area

Connecticut

Bridgeport-Stamford

Hartford

New Haven
Connecticut Annual Housing Permits

- Single
- Multi

Thousands


2016 Estimated
Employment Change Last Year
December 2015 to December 2016

Health Care & Social Assistance
Prof. Scientific & Tech. Services
Wholesale Trade
Finance & Insurance
Non-Durable Goods Manuf.
Arts & Recreation
Other Services
Real Estate
Federal Government
Transportation & Util
Information
Natural Resources
Durable Goods Manuf.
Management of Companies
State Government
Local Government
Educational Services
Accommodation & Food Service
Construction
Retail Trade
Admin & Support Services

Thousands of Jobs
Employment Change Last Year
Health Care and Social Assistance

Source: Quarterly Census of Employment and Wages
Connecticut Population
Age 65 and Over

Thousands

Connecticut Employment
Gambling Industries

Source: Quarterly Workforce Indicators (QWI)
Connecticut Manufacturing New Hires
By Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2010</th>
<th>2015</th>
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<tr>
<td>14-18</td>
<td>100</td>
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<tr>
<td>55-64</td>
<td>300</td>
<td>700</td>
</tr>
<tr>
<td>65-99</td>
<td>50</td>
<td>150</td>
</tr>
</tbody>
</table>

Average Hires Per Quarter

0 1,500
Thank You!

Patrick J. Flaherty
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www.facebook.com/CTLMI
@DOL_Research on Twitter
Greater Bridgeport Community Enterprises:
a community development corporation

"Keeping communities green, clean and working!"

CEDAS Academy Economic Development Strategy Tapas Webinar Series: 02/16/17
Innovation in Workforce Development!
OUR MISSION = JOBS THROUGH SUSTAINABILITY

Our mission is to create jobs, expand businesses and provide training in the growing green economy so families throughout the region can achieve economic self-sufficiency while creating more sustainable communities.

Our Mission is to partner with companies, municipalities, organizations and institutions to increase their recycling rates, green and clean neighborhoods and empower communities and individuals economically through job creation.
TRIPLE BOTTOM LINE: Sustainability

• Employment & Family Economic Stability

• Economic development & Context:
  – Neighborhood → City → State
  – Reinvestment

• Environmentally Responsible Recycling: Significant reduction of waste stream
WHAT WE ARE DOING:

• Creating jobs in sustainable economy
• Taking nuisance materials out of the waste stream
• Being responsible stewards of the environment
• Helping those in need find entry level jobs with transferable skills
• Stimulating the local economy
SETTING THE CONTEXT: City

• City of Bridgeport:
  – Bgreen 2020 program: 2008
  – Goals, Programs

• Creation of Eco Technology Park
  – Creation & preservation of 1,000 green jobs
  – Increased tax base by $30M
SETTING THE CONTEXT: City

- Public/Private cooperation: City, BRBC
- 25 industrial/commercial businesses and projects
  - 5 major enterprises involved in renewable energy generation
  - Resiliency Planning and Projects – infrastructure investments (heating loop, micro grid, grey water treatment, solar panel farm, anaerobic digesters)
- Turnaround: Image change – decline to progress
SETTING THE CONTEXT: State

  - Solid Waste Management Plan
  - Waste Composition and Characterization Study
  - Reuse, Recycling Hierarchy confirmed
  - Growing the Recycling Economy: More Jobs, Less Pollution
SETTING THE CONTEXT: State

• Recycle CT Council: funding projects that promote and make possible increased recycling rates through innovative processes. Aim is to double CT recycling rates by 2024

• US recycling and re-manufacturing activities provide more than 1Million manufacturing jobs and more than $100Billion in revenue yearly

• The CT economy benefits from recycling and re-manufacturing business activities to the tune of $700 Million annually
DEVELOPING THE PROGRAM

• Choosing the business: green and sustainable, community need & relevance
• Kinds of jobs: can’t be exported, supported by local communities, entry-level with growth possibilities, training opportunities leading to higher qualifications and employability
• Opportunity through Partnership: SVDP
• Lead Time: Permitting through state and city
• Practical stuff: space, personnel, financing
WE HIRE & TRAIN:

• Inner City, Second Chance Community
• Unemployed with barriers
• Low-moderate income
• Single parents
• Over 18, including troubled youth
• Housing Authority residents
• Veterans with challenges
WORKERS LEARN VALUABLE, TRANSFERABLE SKILLS

• Forklift driving
• Warehouse organization & safety
• Materials handling
• Baling
• Customer Service
• Life Skills
PROCESS: Mattress Deconstruction
OUR CUSTOMERS: In/Out

• Incentives = Corporate & Government Policies
  – Transfer Stations: Legislative Intent
  – Universities
  – Hospitals, Clinics, L/T Care Facilities, Retirement Communities
  – Mattress Retailers
  – Hotels
  – General Public

• Commodities Markets
PARK CITY GOALS

• Create green collar jobs by helping Bridgeport expand its green economy
  o Recycle 100,000 mattresses/year
  o Create 20 direct jobs: done!
  o Create secondary jobs through transportation and after-markets; 5 more expected this year
  o Provide job training and support for workers without marketable skills
  o Reduce municipal waste disposal costs
LESSONS LEARNED

• Need for Adequate Equity Investment
  – Challenges
  – Surprises

• Choose partners wisely and slowly

• Apply best business practices

• Provide adequate support for workers with barriers to employment
WHERE WE ARE TODAY

• 65,000 mattresses and box springs recycled since May 2015; 1,350 tons of material diverted from the waste stream!

• Geographical outreach area extended from Fairfield County to include New Haven, Litchfield and parts of Hartford Counties

• Monthly volume grown to 6,000 units

• Increased Productivity: upgrading all equipment with support of partners
WHERE WE ARE TODAY:
The Best Part

• Created 20 jobs: balers, shearers, deconstructors, truck drivers and helpers, receivers and dock hands, office staff.
• 15 are from the Second Chance community
• We are parents to 52 children (& a couple of grand-children!)
• We bring $400,000 annually to our families and communities to re-invest in local goods and services
WHY IS THIS INNOVATIVE?

• Combines best business principles with social good; social impact venture
• Operates in the growing sustainable economy better guaranteeing success in job creation and business expansion
• Creates partnerships beneficial to participating communities: public, private, cross-sector
• They can’t take it away!!! Local base
• Encourages and sustains manufacturing & commercial innovation; feeds on itself
PARTNERS

• St. Vincent de Paul of Lane Co. OR: Cascade Alliance/Robert Wood Johnson Foundation
• City of Bridgeport
• Bridgeport Regional Business Council
• State of CT: DEEP, DECD, DOL/The WorkPlace
Eastern CT Workforce Investment Board

“How A Community Banded Together To Build A Manufacturing Talent Pipeline”

February 16, 2017
Eastern CT Workforce Investment Board

- Oversees regional network of workforce-related programs, including operations of four American Job Centers
- Service Area: 41 towns
- Labor Force: 226,000
- Oversees funding and policy development under federal Workforce Innovation & Opportunity Act (WIOA)
- National recognition for innovative approaches; cross-sector coalitions
Eastern CT Economic Review
“Nationally Unique Employment Circumstances”

1. Economic recovery began in 2010 for both the state and Windham County
2. Recovery in NL County was five years delayed (2015)
3. Since 2015, NL County growth is faster than other regions

Source: QCEW data from CT DOL LMI
Regional Mfg. Has Led The Recovery

The Need to Recreate the Manufacturing Talent Pipeline

* Source: CTDOL QCEW Labor Data
Eastern CT
Manufacturing Talent Pipeline

Workforce Development Strategy

- Workforce programs targeted to manufacturing
- Board governance (*community engagement*)
- Funding (*Aggressive National Pursuit*)
- Program purpose: align workforce skills to employer needs
- Re-build training infrastructure (*equipment, facilities, instructors*)
A multi-organization consortium led by the Eastern CT Workforce Investment Board (EWIB) to ensure **efficient coordination** during the execution of regional Manufacturing workforce development programs. Membership includes:

<table>
<thead>
<tr>
<th>Stakeholders</th>
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<tbody>
<tr>
<td>Eastern CT Manufacturing Talent Pipeline</td>
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<tr>
<td><strong>Stakeholders</strong></td>
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<tr>
<td>Area Councils of Government</td>
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<td>CT Dept. of Econ/Comm. Dev.</td>
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<td>CTDOL Veterans</td>
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<td>Eastern CT Legislators</td>
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<td>General Dynamics/Electric Boat</td>
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<tr>
<td>Quinebaug Valley Community College</td>
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<td>SE/CT Enterprise Region</td>
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<tr>
<td>Westminster Tool</td>
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<tr>
<td>Area Chamber of Commerce</td>
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<td>CT Department of Labor</td>
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<tr>
<td>CT Technical High School System</td>
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<tr>
<td>Employment &amp; Training Institute</td>
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<tr>
<td>Local Elected Officials</td>
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<tr>
<td>Sound Manufacturing</td>
</tr>
<tr>
<td>Three Rivers Community College</td>
</tr>
<tr>
<td>Workforce Development Solutions</td>
</tr>
<tr>
<td>Collins &amp; Jewell</td>
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<tr>
<td>CTDOL Apprenticeship</td>
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<tr>
<td>Eastern Advanced Mfg. Alliance</td>
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<td>Federal Delegation Staff</td>
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<tr>
<td>PlasPak</td>
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<tr>
<td>SE/CT Organized Labor</td>
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<tr>
<td>WIF Evaluator (Public Policy Assoc.)</td>
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</table>
The E/CT Manufacturing Pipeline

The Art of Inclusiveness Accommodates Each Stage of the Career Pathway

- Technical School Graduates
- Summer/In School Youth
- Early College Opportunity
- Advanced Manufacturing Centers
- CT Advanced Manufacturing Institute (CAMI)
- Incumbent Worker Training
- Apprenticeships
- Veterans
- Hiring Incentives Program:
  - CT Jobs Bill
  - Heavy Investment In OJT
- Employer Demand-driven Training
E/CT Manufacturing Pipeline
Adult Career Changer Program Evolution

Hiring Incentive Programs

CT Jobs Bill

1. Wage subsidy for six months plus training $$
2. Financial incentives to the employer to hire the unemployed
3. Creation of Advanced Manufacturing Centers

Federal On-the-Job Training (OJT) Grants

1. On-site training at employer location
2. Partial wage reimbursement to the employer for training cost
3. $6M in competitive grants
4. Hundreds of long-term unemployed placed into employment

Build Jobseeker Skills Tied to Employer Need

Employer Demand-Driven Training

1. Align jobseeker skills to employer
2. Leverage colleges & technical high schools to organize training, facilities, instructors and equipment
3. Employer soliciting the public workforce system for talent & skills
4. Hundreds of long-term unemployed placed into employment
Employer Demand-Driven Training

Funding: Workforce Innovation Fund (WIF)

1) **Award:** $6M from U.S. Dept. of Labor

2) **Concept:** Short-term, customizable skills training classes for both the unemployed and underemployed

3) **Commitment:** 425 Job Placements (450 Trainees)

4) **Timeline:** April 1, 2016 – March 31, 2019

5) **Curriculum:** Employer & Academia designed

1 of only 6 nationally
## Manufacturing Pipeline Update

### Jobseekers & Training Provider Responses

<table>
<thead>
<tr>
<th>Class</th>
<th>Provider</th>
<th>2016-2017</th>
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<tr>
<td>OSM #1</td>
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<td>QVCC</td>
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<tr>
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<td>TRCC</td>
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<tr>
<td>Intro to MFG. #3</td>
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</tr>
<tr>
<td>Welders #1</td>
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<tr>
<td>Intro to MFG. #4</td>
<td>TRCC</td>
<td>10/31-12/6</td>
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<tr>
<td>Welders #2</td>
<td>TRCC</td>
<td>11/29-2/10</td>
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<tr>
<td>Intro to MFG. #6</td>
<td>QVCC</td>
<td>1/11-3/2</td>
</tr>
</tbody>
</table>

![Graph](chart.png)

- **Class**: OSM (On-Site Manufacturing), Welding, Intro to Manufacturing
- **Provider**: TRCC, QVCC
- **Dates**: 2016-2017, 2017-2018

The chart shows the number of jobseekers and training providers responding to various manufacturing classes. The graph on the left illustrates the increase in participants over time from 2/1/2016 to 2/1/2017, with a peak of 3,021 responses.
Employer Demand-Driven Training

Program Results (2/13/17)

• **Program Registrants:** 3,021

• **Training & Employment:**
  > **10** classes completed *(Community College & Industry instruction at Technical High School Facilities)*
  > **132** class graduates
  > **92%** job placement rate
  > Great response from participants, instructors, employers

• **Third Party Evaluation Throughout**
Opportunity Details:

Overview:

General Dynamics Electric Boat

General Dynamics is the world's foremost designer and builder of nuclear submarines, the most complex machines made by man. The company's industry leadership extends back over a century to 1899 when it produced the U.S. Navy's first commissioned undersea warship. Today, Electric Boat prides itself on being the premier shipbuilding company in the industry. We develop and apply state of the art technology to the design and construction of nuclear powered submarines. With a team of highly skilled and dedicated employees, we have successfully taken submarine technology to a new level.

General Dynamics Electric Boat is an Equal Employment Opportunity (EEO) employer. It is the policy of the Company to provide equal employment opportunities to all qualified applicants without regard to race, color, religion, sex, sexual orientation, gender identity, transgender status, national origin, age, protected veteran or disabled status, or genetic information.

Job Description:

Welding at Electric Boat is performed on a wide variety of materials, using an ever growing number of welding processes. Qualification is required for each process, as welders participate in continuous training in new and traditional welding processes using both conventional and state of the art equipment. Welding personnel are required to interpret welding procedures and policies and the ability to interpret structural drawings.

Education/Experience:

Required:
- Six (6) months experience in manual and/or semi-automatic welding processes or are currently participating in the Eastern Workforce Investment Board Welding Program is required.

Preferred:
- High School diploma or equivalent preferred.
- Additional preference given for Vocational, Technical and Community Colleges or Apprentice programs, Military Shipbuilding, manufacturing and automotive experience preferred.
- Ability to interpret welding and shipyard procedures, structural drawings, technical manuals, test documents and diagrams is desired.
- Candidates who have successfully completed the CT Department of Labor Eastern Workforce Investment Board Training Program are preferred.
- Knowledge and experience in Pipe Welding is preferred.

Physical Qualifications:
- Climbing, Color Vision, Crawling, Kneeling, Light Lifting, Medium Lifting, Pulling, Pushing, Reaching, Stooping, Twisting
‘Manufacturing pipeline’ at Grasso tops expectations, officials say

By BRIAN HALENBECK
Daily Staff Writer

already secured employment, he’ll start “giving something back” to the program next...
Our Presenters

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Questions for our presenters?
What sparked your interest in today's presentation?
What resources or innovations would you like to share?
• **Connecticut Labor Market Information** - Print and electronic resources for assessing the state’s needs for skilled workers, economic development, education and training planning, and guiding career choices. http://www.facebook.com/ctlmi or http://www1.ctdol.state.ct.us/lmi/

• **Greater Bridgeport Community Enterprises** - Creating jobs, by creating and expanding Green businesses and provide training in the growing green economy so families throughout the region can achieve economic self-sufficiency while creating more sustainable communities https://greenteambpt.com/

• **Eastern Connecticut Manufacturing Pipeline** - A program funded by the US Department of Labor-Workforce Innovation Fund in partnership with the CT Department of Labor and the Eastern CT Workforce Investment Board http://www.ewib.org/pipeline

• **Connecticut Business and Industry Association** - Classroom resource, programs, partners, research https://www.cbia.com/resources/category/workforce-development/programs


• **Workforce Development Acronyms** https://www1.ctdol.state.ct.us/lmi/acronyms.asp
Register at: www.cedas.org

Thursday April 13, 2017 11:00 am - 12:00 pm
Activating Third Places: Maker and Co-working Spaces

Thursday June 1, 2017 11:00 am - 12:00 pm
Community Driven Business Retention & Expansion Programs

Thursday August 10, 2017 - 11:00 am - 12:00 pm
Entrepreneurship: Creating a Culture of Innovation
Thank you!
When you close the webinar window please take a moment to complete the program evaluation. You may access the PDF of this presentation as well as the recording (CEDAS members only) at www.cedas.org