



Implementation Plan

May 29, 2007



Talent for Growth Implementation Plan

VISION:

A workforce investment system that engages, collaborates with, and mobilizes the resources of economic development, education and the private sector, on a regional basis, for innovation in the regional economy, and the development of a suitable supply of talent to support innovation and enhance global competitiveness.

The WorkPlace, Inc.
350 Fairfield Avenue
Bridgeport, CT 06604
(203) 610-8500
www.workplace.org

Crafted with Pride by:



3535 Route 66
Neptune, NJ 07753
732-918-8000

Table of Contents

I.	Executive Summary: The Story of a Region.....	2
II.	Process of Forming and Building a Regional Identity.....	3
	A. Introduction: The WIRED Framework.....	3
	B. Early Foundations for Collaboration.....	4
	C. Integrating Westchester and Putnam, NY Counties: SWOT Analysis and Expansion of the Leadership Group	7
III.	Goals, Matrix & Discussion.....	9
	A. Core Team Goal Development	9
	B. Overarching Goals – Regionalism and Cluster-based Approaches.....	11
	C. Goals and Strategies Matrix.....	14
IV.	Governance	35
V.	Operations.....	39
	A. Communications	39
	B. Sustainability.....	41
VI.	Budget Allocations and Fiscal Management.....	42
	A. Leverage Resources.....	43
VII.	Anticipated Technical Assistance Requests.....	45
VIII.	Performance Metrics	46

ATTACHMENTS

1. Implementation Timeline
2. Leadership Group Membership
3. Talent for Growth Team Charter
4. Data Memo and SWOT Analysis of 2/8/07
5. Communications Plan
6. Budget Narrative

I. Executive Summary: The Story of a Region

The Talent for Growth/Southwestern Connecticut-Westchester-Putnam County Region is already a world leader in financial services, information technology and biomedical. It is home to world-class employers, and its residents comprise a highly qualified and well-compensated workforce that has contributed mightily to its economic success. The Region has access to the world's largest market and center of intellectual and financial capital in New York City, and is literally surrounded by a world class system of higher education.

Ironically, the workforce is both the region's greatest strength and its greatest challenge. Not all residents are benefiting from the region's economic stature, and it is upon a largely immigrant, minority and underemployed population that the foundation for future growth rests. Proceeding on the basis that even the strongest supply chain is dependent on its weakest links, this Plan will demonstrate how the interrelationship of innovation and investment – in talent development, infrastructure and entrepreneurship – will be utilized to secure the Region's ongoing economic future.

In this context, we view WIRED funding as seed money, to be used to convene partners and demonstrate the potential to jump start well-thought out, collaborative initiatives and leverage resources to fully support and expand them. WIRED, then, is not a project or a program, but rather a rallying point and transformational force represented by a well-qualified, trusted regional intermediary in partnership with Business Councils expert at building social networks and Educational leaders with region-wide reach. Individually and collectively, they have a proven record of accomplishment through sustainable collaboration.

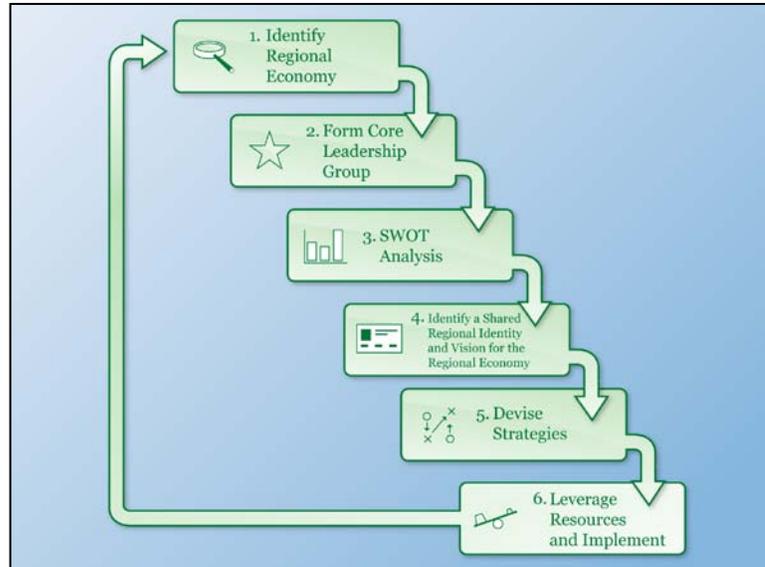
The foundation for action is based on a concept of social networking wherein individuals come together in various official and unofficial venues in ever-widening, and ultimately connected concentric circles throughout Westchester and Putnam Counties, New York from its Southwestern Connecticut hub. The social networking process will thereby build a regional identity that ignores boundaries in order to create a world-class workforce system responsive to the region's economic needs.

II. Process of Forming and Building a Regional Identity

A. Introduction: The WIRED Framework

A non-linear process based on ETA's six-step WIRED framework has been followed, and is still being pursued, in planning and implementing the WIRED initiative (see graphic below). The WorkPlace has explored opportunities for collaboration with the WIB of Westchester County, New York in a number of areas. It was not until receipt of the WIRED Planning Grant in March of 2006 that broad-based, formalized regional collaboration discussions began. Shortly thereafter, in the Fall of 2006, the WorkPlace began to solicit local leadership participation in a Core Leadership Group solely for Fairfield County. Therefore, although Southwest Connecticut had been recognized as a Generation Two WIRED Region, and a Leadership Group was being formed for that area, The WorkPlace was already involved in discussions to expand the Region's geographic borders.

Steps 1 and 2 were therefore integrated, but it was not until a SWOT Analysis (Step 3) including Westchester County was completed in February, 2007, that the decision was made by the Leadership Group to



extend a formal invitation to both Westchester and Putnam counties in New York to join the collaboration and thereby expand the region across State lines.

In March, 2007, an orientation session was held for the combined Leadership Group, comprised of members from both New York and Connecticut. This marked the official beginning of the new Talent for Growth collaboration, and set the stage for the coincident application of Steps 4 (Identifying a Shared Regional Identity and Vision for the Regional Economy) and 5 (Devising Strategies in Support of the Shared Vision). The planning that has been done thus far in Step 5 is reflected in this Plan.

B. Early Foundations for Collaboration

The Leadership Group formed for Southwest Connecticut was recruited to represent all the major assets in the Region. This group ordered, and was subsequently informed by, an extensive data analysis (see below) designed to identify the major industry clusters in the Region, collect data on a number of Regional assets, and recommend geographic borders for the Region.

The Leadership Group also codified its vision, mission and structure in its initial Team Charter. Key to this organization was the creation of Five Core Teams consisting of Leadership Group members. Thus was laid the foundation for social networking that will prove to be so critical in the implementation stages.

The Leadership Group also adopted the temporary name “Talent for Growth” to brand the Southwest Connecticut WIRED initiative, although we expect that the region will be renamed during the early course of Plan implementation.

Data analysis is also part of the foundation. The WorkPlace’s consultants collected extensive data on the economy of Fairfield County, Connecticut and Westchester County, New York. In addition to conducting a literature review and SWOT analysis, Industry Cluster, Federal Research & Development, Patent, Occupational / Workforce and Venture Capital data were among the categories of data that were evaluated. The entire data memo and SWOT analysis that were produced are attached to this report as Attachment 4.

The analysis showed a predominance of six clusters in the Region. In order to make this number more manageable, and to recognize the inherent differences in the industries, the clusters are divided into two groups:

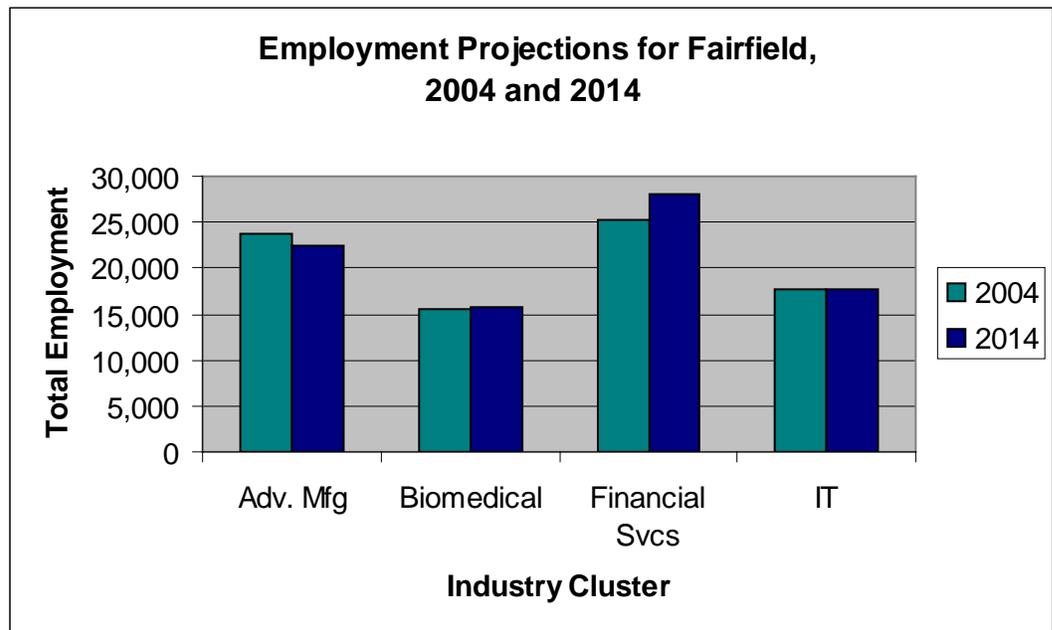
- **Core Industries** – These industries are relatively large and well-established within the region and need an immediate and ongoing pipeline of workers to survive and compete. Health services, Retail/Hospitality and Advanced Manufacturing are core industries for the region. Training and education investments should reflect that numerous entry-level and mid-level workers are required on an ongoing basis by these industries and that they represent a major source of opportunity for certain population segments.
- **Innovation-Intensive Industries** – These industries tend to focus on higher level, more specialized occupations where both technical and creative skills are needed. Information Technology, financial services and biomedical industries in the region should be viewed as innovation-intensive industries that require a longer term talent development strategy, which is reflected throughout our goal #4.

Key findings in SW data analysis examining these industries include:

- The industry cluster with the highest location quotient (LQ) is Financial Services. It has an LQ of over two, meaning that it has a concentration twice that of the national average. Financial Services is also one of the largest and best compensated clusters in Fairfield County. The financial services sector is projected to grow at a rate between 3-4% per year. Within the Financial Services industry the sub-sector with the highest LQs is Securities & Commodity Exchanges.
- The cluster that is projected to grow the fastest over the next five-year period is the IT and Software Cluster. It has an LQ of 1.5 and is expected to grow at 5% per year over the next five-year period. Within the IT Cluster, the area of largest employment is Computer Systems Design and Related Services. Some areas of projected strong growth over the next several years include Semiconductor & Electronic Component Manufacturing, Software Publishers and Wholesale Electronic Markets and Brokers.
- Within the Advanced Manufacturing Cluster, the highest LQ (5) is found in the Aerospace Product and Parts Manufacturing sub-sector. Other sub-sectors such as Electrical Equipment and Component Manufacturers have a smaller employment base and lower LQs, but are expected to grow at a faster rate.

- Within the Biomedical Cluster, the strongest sub sectors are Pharmaceutical & Medicine, Manufacturing and Navigational, Measuring, Electromedical & Control Instruments Manufacturing.

While Financial Services, the largest employer, is projected to grow over the next 10 years, the others are expected to either remain flat or decline. These trends stand in great contrast with Westchester County where the IT and Biomedical Industries are projected to increase greatly. In addition, baby boomers projected as leaving employment from these industries over the next five to ten years, combined with the high gross numbers of jobs, high compensation levels, and the potential for innovation means that these clusters are among the most crucial in the larger region.



The challenges to these industry clusters in the region are complex and numerous and are explored more fully in the SWOT analysis. Challenges include the high cost of doing business and a lack of traditional research-intensive universities or national and global competition. Full implementation of the goals developed by the core teams, discussed below, should serve to boost the outlook for these target industries.

C. Integrating Westchester and Putnam, NY Counties: SWOT Analysis and Expansion of the Leadership Group

The data produced resulted in a SWOT analysis of the economies of Fairfield County, Connecticut and Westchester County, New York (See Attachment 4 – Data Memo and SWOT Analysis of February 8, 2007). While the SWOT indicated some weaknesses in the financial sector and in making connections throughout the Innovation Lifecycle, a red flag went up in the form of the question “[Will Fairfield and Westchester Counties be able to provide the workforce to compete globally?](#)” Flat population growth and a workforce heavily dependent on “baby boomers,” coupled with the presence of a large immigrant and underutilized workforce, and exacerbated by extremely high housing costs, signaled a major workforce challenge to economic expansion in the bi-state Region. Due to the fact that there were several complementary aspects in the workforce systems, and in the larger economies, to make the decision to expand the region, which now includes Putnam County, New York as well, as shown below.



Initial integration of Westchester and Putnam representatives in the planning process has gone smoothly. New York-based assets were identified and representatives recruited (See Attachment 4 - Westchester Putnam Yonkers Leadership Committee); orientation to the process was delivered; and New York-based representatives attacked their new association energetically. Finally, a new Team Charter was developed (See Attachment 5 – Combined Team Charter). It was at this point that Step 4 of the WIRED Framework really began: Development of a shared regional identity and a shared vision for regional economic growth. The key here is to ensure that all the partners own the vision collectively, but also as individual partners, as they will need to align the strategies and resources of their own organizations and systems to the regional vision in order to implement the Plan. Following is the working vision, taken from the Team Charter, which has sustained the expanded Leadership Group through the planning process:

“A workforce investment system that engages, collaborates with, and mobilizes the resources of economic development, education and the private sector, on a regional basis, for innovation in the regional economy, and the development of a suitable supply of talent to support innovation and enhance global competitiveness.”

Even more germane to accomplishing Step 4 and beyond, is the project mission, which reads in part:

“Organize the WIRED Leadership Group into a dynamic social network that leverages, combines and integrates all its assets to support focused, sector-based development of the regional economy, and develop the talent to ensure continued positive growth.”

The goals and strategies that follow were developed by the Leadership Group. As we move toward implementation, a new governance structure will be superimposed in order to determine the recipients of grant funds and distribute and account for those funds. But it is this early work of forming and catalyzing the new region-wide social network, buoyed by clear and pertinent data, that is at once the most striking feature of our WIRED initiative and the basis for its sustainability.

III. Goals, Matrix & Discussion

A. Core Team Goal Development

Whereas one series of Core Team meetings had been held with just Southwestern Connecticut representatives in early February, re-constituted Core Teams, complete with New York and Connecticut co-chairs, met together on March 12, April 10 and April 30, with numerous virtual Core Team meetings held in-between the in-person meetings. Each of these Teams produced its own Plan, each of which is summarized briefly below.

- **Skills and Competencies** – Goals and strategies developed by this Team revolved around ensuring the clear identification of industry clusters for the WIRED initiative to focus on; identifying the core competencies within those clusters and communicating this information throughout the K-12, higher education and training systems; and otherwise increasing the connections and career opportunities between cluster employers and underemployed youth and adults.
- **Workforce and Education System Alignment** – The foundation goal for this group was to ensure that education and training investments would be determined regionally, and would be based on reliable, timely and accessible data. As a result, it proposed the development of an organization of regional WIBs and a Regional Data Group, each with specific functions related to the foundation goal. It also built upon the goals of the Skills and Competencies Team by devising strategies to create a process for K-16 integration and for increasing employer participation in both education and training systems. As a starting point in the gap analysis needed to ensure appropriate investments, the Team called for creation of an asset map of education and training institutions and special programs.
- **Economic Analysis and Agenda** – The SWOT Analysis identified an overarching threat: the “lack of infrastructure, including transportation and affordable housing stock, to provide sufficient support for future growth.” As a result, this Team focused first on creating a positive impact on regional mobility. Eschewing grandiose goals involving major infrastructure development, the Team developed more achievable strategies centering on ways (including certain targeted incentives to business) to utilize the existing infrastructure more effectively,

and on mobilizing the leadership group around appropriate political initiatives.

It also proposed doing a supply-side study of the regional workforce in order to support the gap analysis discussed above, and also to enable Economic Development professionals to market the workforce as a key Regional asset. Returning to infrastructure issues, the Team proposed development of a Commission of Chief Information Officers to determine fiber infrastructure needs to allow the Region to support a world-class, high tech regional identity.

- **Innovation** –The Innovation Capacity Team, comprised of business, academic and civic leadership from both Connecticut and New York, worked to develop an action plan that served to both identify and mitigate gaps in the regional innovation “lifecycle.” Key goals included the development of skills that will enable both individuals and firms to be increasingly innovative through a variety of projects and programs. Strategies for achieving this goal included an assessment of current programmatic offerings and the workforce skills that local employers project that they will need 5-10 years out.

Developing a brand for the region that conveys its assets and strengths was a major focus of this Core Team. Additionally, as the SWOT analysis identified that the innovation agenda in the region is primarily driven by industry, strengthening academic institutions and their programs that support innovation, and increasing the activity of regional technology councils to support regional innovation initiatives were specified as goals.

- **Capital Formation and Entrepreneurship** –Several of the goals developed by the Capital Formation and Entrepreneurship Team overlap with those generated by the Innovation Capacity Team. While the region has access to capital that is almost unmatched globally, large firms still dominate the economy and entrepreneurship is circumscribed. Given those factors, the Capital Formation Team’s primary goal was to build a regional value proposition for the strategic and continued generation of resources that supports innovation, entrepreneurship and job creation. This will be done through a series of strategies and actions, including the development of a regional portal on access to capital and business formation data.

Additionally, the team wanted to construct a detailed asset map of the region and eventually convene “end users” of the prospective portal. Finally, mitigating the barriers to entrepreneurship and developing guidance on how entrepreneurship can be successfully developed in a high-cost geography were goals this Team pursued.

Even before completion of these Plans, it became clear that initiatives of one group effected and were affected by initiatives of others. Further, each Team struggled with the twin challenges of aligning their goals across both disciplines and State (and County) lines. This led to compiling a Plan based on a set of four overarching Strategic Goals to be supported by WIRED seed funding and enhanced over time through social networking, and regionally-based thinking, governance systems and operations.

B. Overarching Goals – Regionalism and Cluster-based Approaches

The current conditions in the Region, as described above and by our data and SWOT analysis, describe a highly performing economy masking a critical challenge to its future health. The ability of the Talent for Growth partners to create an integrated talent development system producing a pipeline of skilled workers prepared and available to serve a robust economy is central to the Region’s WIRED experience.

But creating skilled workers for our established economic base is only part of our story. Our ability to deliver workers and information just-in-time and at just the right place to meet economic demand is just as much a part of our challenge.

Our project teams worked through an exhaustive process to objectively define that challenge and realistically assess our ability to guide the execution of practical solutions. In some cases, the size of the challenge was beyond our budget or our span of control – as in the construction of new bridges or rail lines. In other cases, significant and existing initiatives were underway outside our partnership that sought to address key issues.

Ultimately then, the Talent for Growth Regional Plan boldly addresses each critical success issue – either directly or by linking with and leveraging allied initiatives happening within our Region. We do so with the knowledge that to ultimately achieve success requires us to directly **impact and transform three key pillars of regional economic growth – talent development, infrastructure and innovation.**

Our overarching transformational vision remains the same as stated in the Team Charter:

“A workforce investment system that engages, collaborates with, and mobilizes the resources of economic development, education and the private sector, on a regional basis, for innovation in the regional economy, and the development of a suitable supply of talent to support innovation and enhance global competitiveness.”

The following four strategic goals have been articulated with the intent to do just that – transform the Talent for Growth region in a sustainable and important way:

Goal 1: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Goal 2: Prepare a pipeline of skilled workers to support both core and innovation intensive industry sectors targeted by the region.

Goal 3: Connect to and leverage existing infrastructure initiatives to establish a world class regional communications backbone enhancing regional productivity, and to achieve mobility and connectivity for workers and employers throughout the region.

Goal 4: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

These four transformational goals constitute a bold, but manageable focus to impact our regional economy in a sustainable way for the benefit of our employers and career seekers.

Section III of this WIRED Implementation Plan provides more detail of our planned activities and initiatives to execute successfully around these four transformational strategies.

On the following page is a graphic showing the interrelationship of goals, strategies and implementation.

TALENT FOR GROWTH REGIONAL PLAN

Transformational Strategic Goals



C. Goals and Strategies Matrix

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1.1 Develop a structure and process for cross-WIB collaboration in order to achieve synchronized/coordinated decision-making regarding education and training investments and other issues; and to elevate participation and collaboration of economic development, education and higher education with the workforce system.	<p>Four WIB Directors develop mission and objectives to present to WIB Chairs/initial Board.</p> <p>Four WIB Chairs meet to consider benefits, costs and Charter for Collaborative.</p> <p>(See Regional Data Group, at Goal 1.2.3 below.)</p>	<p>Current WIB Directors and Chairs of SW CT, Westchester and Putnam Counties, and Yonkers, NY.</p> <p>Steering Committee</p>	Year 1	<p>Staffing initiated with WIRED funds</p> <p>WITS seats</p>	<p>WIB Collaborative Established</p> <p>Integrated workforce initiatives</p> <p>Shared information and best practices among the WIBs</p>
1.1.1 Establish a collaborative organization of WIBs in the region (Westchester, Yonkers and Putnam County, NY and SW Connecticut – hereinafter referred to as the “Region”).	<p>Regional WIB Collaborative will take on the following issues, at a minimum:</p> <ul style="list-style-type: none"> • Develop a process to ensure that: Westchester/Putnam/ Yonkers and SW CT share industry and occupational projections. • Ensure that WIBs share information on current special grants and emerging opportunities, and plan to collaborate on applying for potential grants, especially those offered around the 				

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
	<p>Region's targeted industry clusters</p> <ul style="list-style-type: none"> • Develop a venue and process to share and manage knowledge across WIBs and participating organizations. • Collect and disseminate information and guidance to the entire extended workforce system • Maintain on-going dialogue among the WIBs so that they stay current on emerging issues. • Compile inventory of processes each WIB currently uses to decide on targeting of education and training investments • Develop inventory of current special grants overseen by each WIB • Share learnings from current grants • Investigate whether partner WIBs can take advantage of current grants' operations. 				

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
	<ul style="list-style-type: none"> • Develop principles for collaborating on applications • Develop guidelines and areas for sharing best/promising practices • Collaborate on cluster-based approaches • Develop sustainability plan for Collaboration 		<p>Years 2, 3</p> <p>Years 1-3</p>		Sustainability achieved
<p>1.2 Ensure that workforce development investments in this region are in line with workforce gap projections; and that such investments support both development and optimal usage of career ladders and lattices in the targeted industry clusters.</p>	<p>Develop a perpetual plan that incorporates timely review of reliable, accessible industry/employment data.</p> <p>Identify/develop career ladders and lattices for current and emerging industries in response to the perpetual plan.</p>	Regional WIB Collaborative	Years 1-3	Contractor WITS seats	Regional plan to guide investments

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
<p>1.2.1 Form Regional Data Group to provide ongoing projections and gap analyses</p> <p>1.2.1.1 Classify Advanced Manufacturing, Hospitality/Retail and Health Care as the industries requiring an immediate and continual pipeline. Establish Financial Services, IT and Biomedical as the innovation intensive industries requiring longer term talent development.</p>	<p>Provide regionally-based workforce pipeline information to guide investments</p> <p>Use as a virtual clearinghouse of information for “all things innovation” in the region. Incorporate asset maps, data, activities, regional demographic information, etc.</p>	<p>Regional WIB Collaborative</p>	<p>Years 1-2</p>	<p>Assistance of Regional WIB Collaborative</p>	<p>Regional Data Group formed and pursuing clear objectives</p>
<p>1.2.2 Asset map that lists all education, workforce and economic development partners and programs.</p>	<p>Map the assets of the region including Workforce development, education and economic development to identify gap areas.</p> <p>Review the New York/Connecticut Workforce Alliance (The Corridor Project) to see if information, progress and/or funds might be leveraged for this effort.</p> <p>Identify strategies and action steps to address the gaps</p>	<p>Regional WIB Collaborative</p>	<p>Years 2-3</p>	<p>Contractor</p>	<p>A comprehensive asset map of the newly created WIRED region</p>

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1.3 Create a process to ensure that curricula and student expectations are fully aligned and understood between all educational levels. Reinforce alignment through activities that integrate the expertise of faculty and administrators from all educational levels.	<p>(See Strategy 2.2 and 2.3)</p> <p>Establish a task force of the region’s educators, employers and workforce development professionals to develop a coordinated approach to integrate the current and future business needs with the education system.</p> <p>Establish joint summer institutes in which the two sets of faculty could create aligned curricula. Institutes could have follow up activities during the school year.</p>	Education systems Business leaders WIBs	Years 2-3	Conference venue/ materials	Coordination between the needs of education and business
1.3.1 Promote/revive school to career activities within school systems	<p>Develop localized initiatives consisting of educators, career professionals, business councils/chamber</p> <p>Research internships/apprentice models that match students’ interests with a specific occupation or industry.</p>	Task Force	Years 1-3	Seed money from WIRED, sustainability plans developed for each business council region	<p>Improved relationships between education and business</p> <p>Improved youth work readiness</p>
1.3.2 Organize school-to-career-type programs within Housing Authority facilities	Create and train “ <i>Career Navigators</i> ” and Communications Skills Coaches to work in K-12 schools and community sites linked to public housing	Task Force	Years 1-3	Seed money from WIRED, sustainability plan for each participating housing site	Improved youth work readiness

Goal 1.0: Create an integrated, regionally-based talent development system linking education, workforce and economic development system partners in a seamless collaboration with regional employers.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1.4.3 Create a mechanism for business to provide information, requirements, needs, projections to the talent development system	Create industry council of senior-level business leaders	Business Councils	Year 1	Contractor	Groups of businesses providing information to their needs. The system will be more responsive to business needs.
1.4.4 Successfully use the new Regional Brand by marketing to business through business and industry-based associations.	Recruit Chamber and other Business and Industry Association representatives to articulate WIRED concepts and cluster-based initiatives.	Steering Committee			
	Create regional committee/panel to study demographic data, collaborate to create structure, provide presentations that brand the Regional WIRED initiatives at various forums. (NOTE: Brand to be created by full Leadership Group.) Create Speaker's Bureau				

Goal 2.0: Prepare a pipeline of skilled workers to support both core and innovation intensive industry sectors.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
2.1.2 Conduct a series of hands-on, interactive activities that involve youth and employers organized around key industries	<p>“Industry” scavenger hunts Multi-Industry Trade Show On-Site Employer Trade Fairs Field Trips Student created businesses And targeted groups of youth Professional development for teachers</p> <p>Conduct workshops in schools and Career Centers and set up information centers to better explain career information.</p>	<p>WIBs Business Councils Collaborate with existing organizations, i.e., SCORE, JA, NEFTE, PTOs, FBOs</p> <p>WIBs School Systems Businesses</p>	Years 2-3	Seed funding	<p>Increased industry exposure</p> <p>Metrics TBD</p>
2.2 Create an organized process of identifying core competencies within the targeted industries and communicate these core competencies with the region’s K-12, secondary and post-secondary education and training institutions.	Organize competencies by clusters and by region. Emphasize STEM education and careers.	Variety of key stakeholders	Year 1 - 3	Contractor	Demand driven curriculum and courses developed
2.2.1 Establish a Skills and Competencies Committee.	<p>Inventory and evaluate existing core competency information for its usefulness. Explore “competency cluster” approach.</p> <p>Identify tool(s) to help industry articulate workplace competency skills (such as the Advanced Manufacturing model funded by USDOL, SCANS and National Work Readiness Credential).</p>				Committee established and operating

Goal 2.0: Prepare a pipeline of skilled workers to support both core and innovation intensive industry sectors.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
2.2.2 Increase STEM education in the region	<p>Explore leveraging existing resources to incentivize students and schools to focus on STEM skills</p> <p>Promote and leverage GE and IBM's interest in STEM (Science, Technology, Engineering, & Math) education and initiatives</p> <p>Launch joint STEM initiatives between corporations & WIRED</p>				<p>Increased STEM activities around in and out-of-school youth programs in region</p> <p>Industry cluster businesses involvement in curriculum development</p>
2.2.3 Create career academies in the region for each of the targeted industry clusters (some already exist).	Work with education to promote academic and career skills				
2.2.4 Create learning communities	<p>Identify and review best practices and models, i.e., Ford model</p> <p>Identify two pilot communities within the region.</p>	Educational community	Year 2	Contractor	Implementation plan
2.3 Increase career opportunities/ connections between the employers in the targeted industry clusters and specific populations.	Use community colleges as a central focal point to meet these needs.		Years 2-3		

Goal 2.0: Prepare a pipeline of skilled workers to support both core and innovation intensive industry sectors.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
2.3.1 Target education and training efforts to underemployed youth and adults—especially young African American, Latino, immigrant populations and older workers – to increase their career opportunities.	<p>Create quick skills training in targeted industries.</p> <p>Develop an on-going employment gap analysis for underemployed groups, obtaining data from employers and other sources.</p>	WIBs And related stakeholders	Years 2-3	Seed funding Contractor	Targeted Approved Training Provider List and training programs created to fill the gap
2.3.2 Strengthen leadership development opportunities in middle and upper management for under-represented populations.	<p>Identify the needs/barriers of the underemployed groups and develop solutions.</p> <p>Create or expand talent banks to ensure regional coverage and communicate their availability as a resource for job seekers and employers.</p> <p>Develop mentoring initiatives for under-represented populations as they move into middle and upper management.</p>	Business Councils FBOs CBOs	Years 1-3 Year 2	Contractor	Increased advancement opportunities for under-represented populations
2.3.3 Support employers' needs to keep their workforce competitive.	Investigate additional funding sources to provide incumbent worker training	WIB Collaborative and Training and Education Providers	Years 2-3	Seed and leveraged funding	Workers trained in targeted industries Common measures for participants

Goal 3.0: Connect to and leverage existing infrastructure initiatives to establish a world class regional communications backbone enhancing regional productivity, and to achieve mobility and connectivity for workers and employers throughout the region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
3.1 Create a positive impact on regional mobility.					
3.1.1 Establish a T4G Transportation and Mobility Planning Team (TMPT)	Connect TMPT with other regional transportation initiatives (i.e., People to Jobs)	Wired Steering Committee to establish Team from Leadership Group	Year 1	None expected	Increase visibility of transportation as a regional growth issue
3.1.2 Seek and identify ways to enhance employer use of transportation demand management as a means of improving mobility and workforce productivity	<p>Identify potential business partners to work with us and create employer buy-in</p> <p>Seek and identify ways to enhance and measure employer use of telecommuting</p> <p>Create a web portal that consolidates information from all sources and provides a self-assessment and links</p> <p>Coordinate and execute a public relations/awareness campaign to regional employers</p> <p>Identify ways to improve use of transportation demand management as a means of improving mobility and workforce productivity, such as:</p> <ul style="list-style-type: none"> • Best in Class competition and recognition program • Consider parking management options 	Business Councils	Years 2 - 3	None expected	<p>Workers have more options to consider employment in a broader area</p> <p>Number of businesses using alternative work schedules and arrangements</p>

Goal 3.0: Connect to and leverage existing infrastructure initiatives to establish a world class regional communications backbone enhancing regional productivity, and to achieve mobility and connectivity for workers and employers throughout the region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
3.1.3 Identify the policy areas where the region can collectively influence regional mobility	Identify two to three most critical regional transportation issues that WIRED can possibly impact, compiling written recommendations.	TMPT	Year 2	None expected	Information campaign for public officials
3.2 Position the regional workforce as an asset for attracting employers to the region.	<p>Work with economic development professionals to compile workforce data as a marketing tool</p> <p>Perform a “supply-side study” of the regional workforce and our talent development capabilities</p> <p>Establish a network of contacts to quickly respond to business inquiries regarding data on available talent</p>	WIB Collaborative with Economic Development	Year 2- 3	Contractor	A system responsive to the needs of economic development professionals
3.3 Build upon the Region’s standing as a global leader in technology infrastructure.		Steering Committee charts Technology Workgroup	Years 2 - 3	WIRED seed funding	Regional ITC Infrastructure Study
3.3.1 Quantify and understand our current Information and Communications Technology Infrastructure (ICT).	<p>Form an ICT Infrastructure Workgroup, comprised of CIO and ICT experts to establish existing conditions.</p> <p>Commission a study to determine what IT (fiber backbone) infrastructure we need to support a world-class, high-tech regional identity.</p>				

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
<p>4.1 Identify and support the development of critical skills that will allow both business and individuals in the region to be increasingly innovative, especially in the targeted innovation intensive industries of Financial Services, IT and Biomedical.</p>	<p>Assess current programs related to innovation in the workforce, including academic institutions, training firms and others.</p> <ul style="list-style-type: none"> • Consider how region's workforce system is connecting to support this effort. • Gap analysis showing if programs are sufficient or insufficient 	<p>Regional Business Organizations</p>	<p>Year 2</p>	<p>Contractor</p>	<p>Development and retooling of regional workforce programs ensuring inclusion of innovation skills</p>
<p>4.1.1 Foster entrepreneurial activity and small business growth</p>	<p>Link with Small Business Development Centers (SBDC) and Women's Development Centers to provide guidance on assessments, employee training and information.</p> <p>Network small businesses in the region with big businesses on innovation related topics</p>	<p>Regional Business Organizations</p>	<p>Year 2</p>	<p>WIRED Seed money</p>	<p>Increase in the number of sustainable small businesses in the region</p>

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
<p>4.1.2 Define/ Refine core, supportive, and transformative workforce needs from the business community</p>	<p>Connect to innovation centers to identify projected skills that will be required 5, 10 years out.</p> <p>This engagement could take several forms, and could including the following activities:</p> <ul style="list-style-type: none"> • Innovation survey that could measure broad trends • Individual interviews with business leaders • Facilitated focus groups of business leaders from targeted industry groups <p>(Integral to Goal 2.0)</p>	<p>Higher Education</p>	<p>Ongoing</p>	<p>\$20K Contractors</p> <p>Centers of Innovation</p> <p>WIRED Technical Assistance</p>	<p>Identification of workforce development opportunities that drive innovation.</p>
<p>4.1.3 Promote workforce development practices that support innovation.</p>	<p>Look at innovation best practices to identify what lessons can be learned from other regions both globally and domestically.</p> <p>Create annual Innovation Celebration to highlight and celebrate best practices with all stakeholder groups</p> <p>(Integral to Goal 1.0)</p>	<p>TBD</p>	<p>Year 2</p>	<p>\$20K</p>	<p>Incorporate innovation best practices into workforce development system.</p>

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
4.1.4 Develop programs to engage youth, including at risk youth, in innovation and entrepreneurship.	Identify ways to support technology skills in youth Develop programs to teach youth innovation and entrepreneurial skills. Launch a Youth Innovation Competition	WIB Youth Councils	Year 1-2	\$60K	Programs developed and funded to support youth innovation and entrepreneurship
4.1.5 Expand networks and programs to support minority owned businesses, especially in high technology innovation.	Create Skills development programs for small business owners (including language and technology skills)	Leadership Group	Year 2-3	TBD	Increase in technology oriented minority businesses
4.1.6. Strengthen the role of community colleges to form an innovative workforce development structure	Study best practices from North Carolina where the workforce system has a stronger role in economic development Language skills development throughout region	Community colleges	Year 3	TBD	Community colleges develop curricula to respond strategically to economic development
4.2 Encourage innovative firms to locate and expand in the region	(Goal 3.2 integral here)				
4.2.1 Develop a business attraction strategy for innovative firms. Target New York City firms priced out of the city.	Develop list of companies to recruit dependent on regional technology/business/workforce focus	Economic Development	Year 2-3	TBD	Build stronger base of target industries in region
4.2.2 Develop processes that produce innovation in the local economy	Focus on the transfer of knowledge and/or intellectual property into the region from institutions that have	Steering Council and Leadership Group (involve	Year 2-3	TBD	Building of new regional mechanisms to

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
	<p>strong research centers (Examples provided Columbia, Yale, & UConn). Create linkages between businesses, technology councils, and incubators on business generation capabilities from university partnerships with institutions both in and outside the region</p> <p>Look at innovation best practices- what lessons can be learned from other regions both globally and domestically</p>	Research universities, technology councils, incubators, regional intermediary)			work on innovation
4.3 Support the strengthening of technology transfer and commercialization in the region				TBD	
4.3.1 Create regional linkages with academic institutions and their innovation-targeted programs	<p>Maximize the opportunity for articulation agreements between 2 and 4 year institutions</p> <p>Conduct study on the inputs (funding, technology, research, etc.) & outputs (firms, licenses, procurement) of technology transfer & commercialization in the region.</p> <p>Assess and report out current status of technology transfer activities</p> <p>Study best practices in technology transfer for universities of similar size and resources to the ones in the</p>	Higher Education w/ Business Partners	Year 3		<p>More individuals with 2-year degrees achieving 4-year degrees</p> <p>Academic institutions align capabilities with regional economic development strategy</p>

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
	region.				
4.3.2 Identify research projects which support region's current and nascent industries	Develop federal R&D project proposals with regional partners	TBD (e.g., CURE, NYSTAR, Academics and government)	Year 3	TBD	Increased Federal R&D spending on research for the region
4.3.3 Convene a regional Virtual Education Working Group to explore distance learning programs.	Inventory existing programs and institutions; prioritize which can be used as the basis for a centralized syllabus. Evaluate regional business needs for skills and continuing professional education.	Leadership Group	Year 2	TBD	# of users linked to/enrolled in global knowledge resources
4.4 Increase activity of regional technology councils to align strategically with the region on opportunities for economic growth	Inventory current technology councils in CT and NY and their programs Align technology council activities with WIRED regional objectives Explore new linkages with existing institutions (e.g., CT Technology Council).	Governance Committee	Year 2-3	TBD	"Working Group" or other model in place with mandate
4.5 Build a regional value proposition for the continued generation of resources that support innovation, entrepreneurship, and job creation.	Conduct asset mapping and gap analysis of programs and assets in the region, with focus on the industry sectors and technologies leading to job creation and economic diversification.		Year 1	\$75K (to coordinate and publicize events)	Number of business starts, Number of growth/ gazelle firms
4.5.1 Create and sustain an enabling ecosystem for future	Study regional capital utilization	Working Group of business leaders,	While the development of the portal in 4.5.2 may be a multi-		Regional Stakeholder group established

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
entrepreneurship and capital formation. Address the “broad spectrum of innovation”	<p>trends through various stages of capital (early stage through buy-out) to determine whether there are any perceived gaps or under utilized sources of capital.</p> <p>Create a regional mechanism to ensure follow-up and track metrics on the development of entrepreneurship</p> <p>Identify and convene “end-users” of ecosystem (investors, corporate development, local government) through established and new venues</p>	especially in finance, VC and infrastructure.	<p>year effort, the working group should look to convene as soon as possible.</p> <p>Capital utilization study: Year 2</p> <p>Plan to track metrics at the same time as launch of portal</p>		1 st annual conference held
4.5.2 Create a “Portal” for the region that can capture resources, including access to capital, infrastructure and relevant products and services	<p>Design and launch an Innovation Portal</p> <p>Create and publish annual “T4G Regional Economic Index”</p>	Regional Intermediary (tbd)	<p>Design: Year 1</p> <p>Launch: Year 2</p>	TBD	<p>Portal open for business</p> <p># of users/traffic</p>

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
4.5.3 Promote the region's strengths in capital formation	<p>Develop overall communications strategy to launch portal</p> <p>Ensure that branding conveys the innovation capacity already in place and the efforts to further develop this strength</p> <p>Develop overall company attraction strategy to highlight region's capital opportunities structured with region's other business support activities</p> <p>Develop a regional financing guide and marketing materials to communicate capital and resources available for business formation and entrepreneurship</p>	WIRED Communicators Council created by Leadership Group	Year 2	TBD	Flow of prospect companies and entrepreneurs begin viewing region as home for creation and expansion; recruitment and regional generation.
4.5.4 Catalyze innovation opportunities in the region by working with corporate base	<p>Link portal with virtual technology mining capabilities</p> <p>Design and initiate corporate development strategy where research and technologies of interest are solicited from the regional corporate base</p> <p>Execute regional showcase/trade show to align corporate along with research/intellectual property identified in potential linkages</p>	Business Councils	Year 2	TBD	Local corporate base stronger awareness of enabling and disruptive technologies

Goal 4.0: Develop a culture of innovation and entrepreneurship throughout our partnership and our broader Region.					
Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
4.5.5 Promote procurement opportunities of entrepreneurial products and services to multinationals and other markets	Develop showcases of local companies for broader procurement potential	Business Councils	1 Year	TBD	Increased revenues and end-purchasers
4.6 Increase economic options for a broader set of citizens in the region through access to entrepreneurial thinking and programs					
4.6.1 Create educational opportunities and involvement in entrepreneurship for youth	Develop business plan competitions or other activities for regional youth participation	Middle & High schools	Year 2-3	Consider corporate sponsorships	Outcomes for youth in understanding and increased interest in entrepreneurship
4.6.2 Spark continuous growth of the middle class through entrepreneurship	Increased education and training around entrepreneurship and capital formation Incorporate access to portal by widest regional population	Working group; regional marketing and education initiatives	Year 3	TBD	Business starts
4.6.3 Respond to the economics of second incomes	Publicize entrepreneurship for dual-income purposes (risk minimization) Specifically designed workshops and outreach programs targeting second income potential	Working group; regional marketing and education initiatives	Year 3	TBD	Attendance and involvement in workshops

IV. Governance

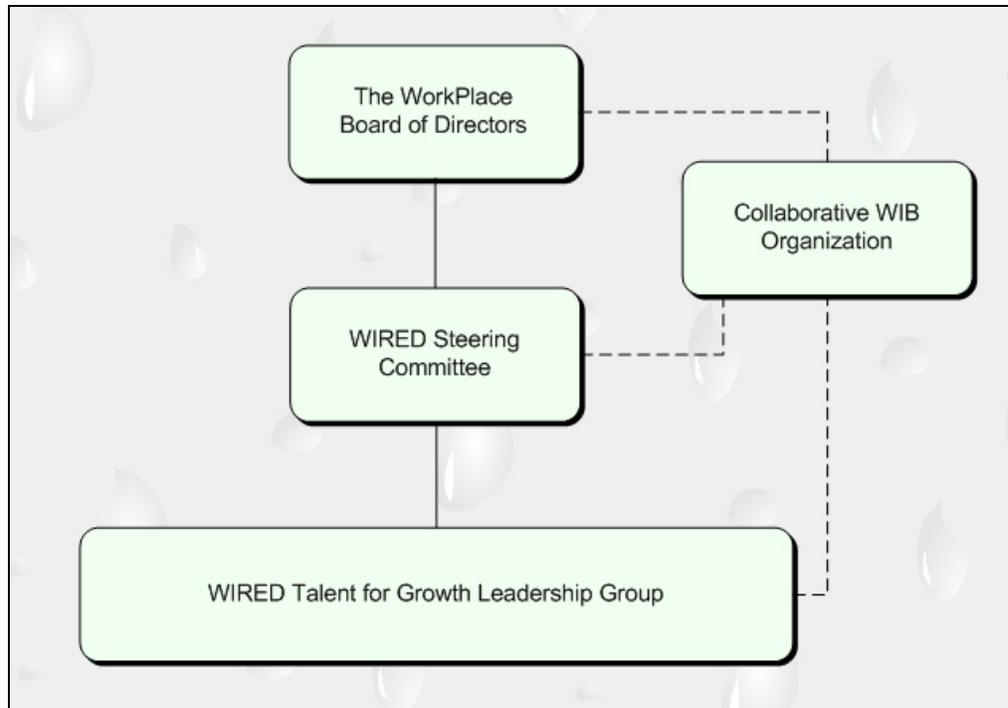
The organization pictured and described below is transformational in nature. It has been developed to meet critical organizational and governance needs in the management and oversight of our WIRED Implementation Plan:

1. Sound fiscal management of the WIRED Grant;
2. Broad involvement and influence by regional partners critical to the success of our Plan;
3. Collaboration between workforce agencies that will lay the foundation for integration of strategy development and service delivery throughout the term of the grant and beyond; and,
4. Continued cultivation of a dynamic social network of regional leaders that provide the intellectual energy for continuing innovation within the Region.

The **essence of our governance strategy is to continually access resources of all types, grant funds or otherwise, and apply them to the realization of the specific initiatives in our WIRED Implementation Plan.** While the organizational chart below is hierarchical in nature, the movement of ideas and strategies, as well as the leveraging of non-WIRED grant resources, is anything but hierarchical – and requires a flexible, interconnected and initiative-driven collaborative culture within our governance plan.

Most importantly, this way of doing business – through the creation of a sustainable collaborative culture in the region – will serve the region well into the future and beyond the impacts of our WIRED grant.

Funding for the WIRED grant will flow from the U.S. Department of Labor to the Connecticut Department of Labor, which has contracted with The WorkPlace, Inc., the fiscal agent and general manager of the grant. The Board of Directors of The WorkPlace, Inc., a 501C (3) corporation, has management oversight and full fiscal responsibility for the WIRED project. Following is the proposed formal governance structure:



The WorkPlace Inc: The WorkPlace Board has full fiscal responsibility for WIRED grant funds, including final decision making authority on which projects and organizations receive WIRED funds. The basic criterion for decisions on funding will be the relative potential each proposal has to create the conditions for innovation, benefit the regional talent development system and advance the initiatives defined in our Implementation Plan.

The WorkPlace Board’s funding decisions will be based upon the fully informed recommendations of the WIRED Steering Committee.

WIRED Steering Committee: The WorkPlace Board of Directors will establish a WIRED Steering Committee to oversee the implementation and operation of the Project. It will be responsible for reviewing the strategic direction and for driving the transformational vision, both through its funding recommendations and its networking activities. It will promote regional collaboration through leadership and advocacy, and by ensuring alignment and integration of all regional WIRED activities, whether grant funded or not, to our Implementation Plan

The WIRED Steering Committee will review and make recommendations on proposed initiatives to be approved by the Workplace Board. It will:

- Continually review alignment of the various WIRED and related initiatives in the region
- Seek to link and leverage resources for WIRED-related initiatives
- Promote and encourage participation from workforce, education, economic development and private sector partners.
- Initiate and receive recommendations from the Leadership Group and others relative to funding initiatives under the WIRED grant.
- Recommend funding disposition to the WorkPlace Board of Directors.
- Advance the creation of a brand for the region's WIRED project which will help sustain collaborative efforts during and after the WIRED grant.

The WIRED Steering Committee will be chaired by a member of the Executive Committee of The WorkPlace, Inc. Board of Directors. Membership will be drawn from a number of disciplines:

- Workforce Investment Boards
- K-12 and Post-Secondary Education
- Economic Development
- Business Representatives
- Business Councils

The Steering Committee will also need to reflect the geographic diversity of our Region, including representatives of the following community interests:

- Bridgeport, Norwalk, Stamford and Valley (Shelton, Derby, Oxford, Seymour, Ansonia, and Beacon Falls), Connecticut
- Westchester, and Putnam County, New York, including the City of Yonkers WIB

Talent for Growth Leadership Group: The seventy member, Leadership Group described earlier in this Plan has served the collaborative well through its planning stages, and will continue to be the very foundation for social networking in the region. This group will be expanded following approval of this Plan, to allow increased representation from the employer community – particularly (although not exclusively) from our targeted sectors.

The Leadership Group represents the key partners that must come together to foster innovation. It will identify opportunities for leveraging project resources and retaining assets for WIRED from the broader community, as well as recommend WIRED funding opportunities to the Steering Council.

Regional WIB Collaborative: A significant part of our governance strategy will be the development of a collaborative partnership between the Workforce Investment Boards within the Region. Our Plan contemplates the formation of a collaborative WIB organization, to consist of representation from the WIBs of the City of Yonkers, Counties of Westchester and Putnam, New York, and Southwest Connecticut (The WorkPlace).

The organization's responsibilities related to coordinating the efforts of the various WIBs to ensure synergy are discussed in the Goals matrix. We would anticipate that the regional collaborative will most often serve as the Project Lead on talent development initiatives.

V. Operations

The WIRED project manager is responsible for the day-to-day management and oversight of the WIRED grant. The project manager will work closely with the Steering Committee and other subcommittees to maintain the collaborative and carry out the mission of the Project. In addition, the project manager will be the primary contact with the U.S. Department of Labor, Employment and Training Administration and the Connecticut Department of Labor, and will be responsible for reporting on grant activities.

The project manager reports to the Vice President of Operations of The WorkPlace, Inc. Weekly meetings are held with the management team composed of the President and Chief Executive Officer, Vice President of Operations, Chief Administrative Officer, and Vice President of Marketing and Communications for strategic discussions and reporting on the WIRED project.

The WIRED Steering Committee will meet quarterly to review development of the Implementation Plan, recommend funding, and act on grant activities.

Communication in between meetings will be primarily through the collaborative workspace and email. Actions of the Steering Committee will be reported to The WorkPlace, Inc. Board of Directors.

A. Communications

In addition to supporting the WIRED project's needs for internal communications and external awareness-building and outreach, a number of Key Strategies specifically address the need for regional branding and connectivity. The following represent our current plans for communications:

- A Regional Communicators Council has been formed, made up of communications professionals from key WIRED partners, to assure timely, accurate, coordinated outreach to their respective constituencies and to the media. This group will serve as the communications resource and clearinghouse for the region's WIRED initiatives. The convener is The Business Council of Fairfield County.
- The Communications Plan [see Attachment 5] identifies target audiences, frequency of planned communications, and

proposed methods. This creates a baseline structure to ensure proactive coverage. As implementation progresses, and at least once a year, the Plan will be refined with input from all partners.

- **“Spotlight” Series:** A key activity will be highlighting accomplishments by collecting and profiling “success stories” to be shared via the partners and broadly using a variety of media. By providing tangible examples of WIRED activities throughout the region, this approach will regularly reinforce the initiative’s overall goals.
- In addition, an annual **“Innovation Celebration”** will be created to highlight the progress of WIRED initiatives and to reinforce the culture of innovation. This could become a week-long series of events, incorporating the ideas for corporate “innovation fairs” and student “business plan competitions”, among others.
- The Collaborative Workspace (extranet) created for the planning phase will be continued and transitioned to a **website** which serves both partners and external audiences. Several hosting options are under consideration, and the implementation will be planned in tandem with the roles for intermediaries to provide integrated planning and data resources for the region.
- **Links:** In addition to feeding a steady flow of news updates to partner websites, newsletters, and the media, the region’s web presence will be linked to other online sites (for example SHRM, universities, young adults, multi-cultural, multi-language, etc)
- **Branding:** Once the brand identity and new logo is developed, we would promote it to “sponsors” as well as partners, e.g. “a proud member of the CT-NY WIRED Partnership”.
- With the goal of institutionalizing linkages among sectors, opportunities to **“co-brand”** events and initiatives with aligned organizations will be actively pursued. An example of this is the recent “New Americans” forum on developing the immigrant workforce, produced by partner Westchester Community College, in which WIRED leaders presented and participated in panel discussions and The WorkPlace sponsored the production of a subsequent white paper/proceedings.

B. Sustainability

We consider the WIRED grant as an initial investment to address the workforce challenges in the region. The work of the regional partnership must continue beyond the three-year grant funding cycle in order to have a lasting impact that will:

- Create *ownership* of the workforce, education and economic development systems,
- Create *traction* among regional leaders and other stakeholders,
- Create *social networks*, and
- Create a *knowledge management* structure.

We expect to sustain the partnership by:

- The continued engagement of the Leadership Group and the Steering Committee.
- The Regional WIB Organization will provide the means for WIB collaboration on workforce issues in the region.
- Regional data group and the online portal will be significant in providing timely workforce information.
- The Regional Communicators Council will play a significant role in sustaining communication and communicating the value of the regional partnership.

VI. Budget Allocations and Fiscal Management

The WorkPlace has the experience in supporting the types of activities outlined in this WIRED project and has the organizational capacity and track record to successfully manage, support and conduct work on the scope and scale as proposed herein. Its 2006 budget of \$11.2 million includes federal, state, foundation and private funds which will result in multiple subcontracts under: Temporary Assistance for Needy Families (TANF); Individual Training Accounts (ITAs) and youth programs through the Workforce Investment Act (WIA) and specific training and service contracts funded through various competitive grants. The programs that are funded under TANF and WIA are all collaborative in nature, involve assessment, case management, occupational skills training and job placement.

- The WorkPlace, Inc. initiates all subcontracts with project partners, consultants and vendors.
- The WorkPlace, Inc. requires that all subcontractors report their grant activities on a monthly basis.
- Except for initial start-up funds, The WorkPlace, Inc. makes all payments to subcontractors on a cost reimbursement basis related to the reported grant activities.
- The WorkPlace, Inc. requires that partners accurately document and report all in-kind contributions according to formulas established in the budget development process.
- All procurement will follow the Uniform Administrative Requirements 29 CFR PART 95.

The Finance unit is a separate and distinct department of The WorkPlace, Inc. consisting of 3.5 full time equivalent positions. As allowed by budgetary constraints functions are segregated by position to allow for maximum internal control over accounting procedures. A financial accounting and procedures manual was developed to document most of the routine transactions and procedures occurring in the daily flow of activity. It is there for reference when staff requires assistance in daily procedural methods. The basic premise underlying the system is to have varying levels of authorization for any transaction recorded. Briefly described, most routine financial transactions are: initiated by the responsible program or grant staff; authorized by their supervisor; remitted to the Finance Department for entry; reviewed in Finance for adherence to budget; entered into the accounting system records; reviewed again for accuracy prior to final posting; and finally posted to the official records of the agency.

At month end prior to releasing financial reports, internally or externally, a final review is performed comparing actual activity to budget projections

The Finance Committee of The WorkPlace Board of Directors meets at least three times a year. Its role includes reviewing established financial controls, approving and monitoring the agency budget, reviewing and approving the annual audit and management letter and general oversight of the agency funds. The activity conducted at their meetings is reported directly to the Executive Committee of the Board of Directors. The independent auditors, who conduct an OMB A-133 certified audit, meet with the Finance Committee annually to review the results of the audit and recommendations made in the Management Letter. This information is then relayed to the Board of Directors via written format and presented for approval as part of their consent agenda format. Other meetings between the auditors and the Finance Committee are called as needed.

The Executive Committee of the Board of Directors meets monthly to conduct and review agency affairs. Their activity is summarized and presented to the full Board of Directors at their regular quarterly meetings. The Executive Committee is given a financial status report monthly, which summarizes the agency activity, comparing actual revenue and expense to budget projections. The Executive Committee also reviews, approves and summarizes to the full Board of Directors the following information which contain some form of financial information: annual agency audit and management letter; summary of subcontract financial status; contracts for program services; major organizational changes; federal, state and corporate grant submissions; and other agency activity of a significant nature. As required, the Executive Committee holds special sessions to deal with information not conducted at their regular monthly meetings.

A. Leverage Resources

The WorkPlace, Inc. has a successful record in leveraging funds from the public, governmental and private sector. These resources are used to enhance existing programs, attract additional funders, create new opportunities for participants, and help overcome the highs and lows of government formula funded programs. Over the last ten years in-house fundraising efforts have brought in more than \$5.9 million dollars of unrestricted funds which was used as supplemental training dollars to otherwise ineligible individuals. One of the goals of this WIRED initiative is to obtain leveraged funds by recruiting additional private resources including access to funding from venture capitalists and

angel investors. Through WIRED, the region will create new partnerships, approaches and programs to remain competitive in today's global economy.

Leveraged resources can take the form of cash or in-kind contributions, all devoted to advancing the strategies described in this proposal. It also includes existing or planned initiatives within the region that can be aligned and integrated into the WIRED program. Capturing the value of these initiatives will require an ongoing assessment process and may not result in readily identifiable contributions that can be recorded. Nonetheless, values will be determined using best efforts of the grant manager and fiscal department.

Locally awarded WIA dollars from both the Connecticut and New York regions, will be leveraged funds to be used to attract outside contributors. This will total in excess of \$8 million for the upcoming fiscal year. At the same time, other committed funds include contributions by the JP Morgan Chase Foundation totaling \$25,000 with a commitment of up to an additional \$150,000 when matched by funders. Also, Incumbent Worker funding, used to train employees that seek advancement within an organization, has been level funded at \$170,000 per year over the last three years and is anticipated for the next year at minimum.

Recruiting and identifying partners will be an ongoing process during the life of the grant. Initially, the various contributors to the building of the strategic plan included the local Workforce Investment Boards; chambers of commerce; local economic development; business leaders; transportation; housing; disability services; education at varying levels – public and private; and government. All of these entities have made a commitment to be partners, bringing to the table varying levels of leveraged contributions, the value of which will be identified as their roles develop in the first year of the grant. Projections at this point indicate a sum total that could easily reach \$3 million.

As mentioned earlier attracting venture and angel funding is one of the goals of the WIRED initiative. It is hoped that increasing entrepreneurial opportunities utilizing venture dollars will lead to further employment growth, expanding economic development, spurring a cycle of investment in the region. Research shows that venture capitalists in the regions have invested over \$700 million in areas that include internet, computer software, communications, biotechnology, and medical/health areas.

VII. Anticipated Technical Assistance Requests

As we prepare to implement the WIRED plan we anticipate that we will require the following technical assistance:

- Regional WIB Organization- Assistance in developing a regional WIB organization with different state jurisdictions.
- Asset Mapping- Assistance in identifying regional assets and best uses of the information to impact transformation.
- Assistance with using the Workforce and Innovation Technical Solutions (WITS) in economic and talent development planning.
- Assistance with capacity building for cross border collaboration.

VIII. Performance Metrics

Establishing metrics and measuring outcomes is the method by which we will systematically chart our progress towards our transformational goals. Metrics have been established and will be established to measure activities and provide tangible outcomes. We will implement Common Measures for all participants and when applicable will co-enroll participants into the WIA system.

<u>GOAL</u>	<u>PERFORMANCE METRICS</u>
<p>1.0 > Create an <i>integrated, regionally-based talent development system</i> linking education, workforce and economic development partners in a seamless collaboration with regional employers</p>	<ul style="list-style-type: none"> ❖ WIB Collaborative Organization established and sustained ❖ Integrated workforce initiatives ❖ Shared information and best practices among WIBs ❖ Regional Plan Developed ❖ Regional Data Group formed ❖ Comprehensive Asset Map of Region ❖ Improved Youth employment readiness ❖ Business focused Employment and Training investments ❖ Increased employer linkages to talent development ❖ Business responsive systems

<p>2.0 > Provide a <i>pipeline of skilled workers</i> to support both core and innovation intensive industry sectors targeted by region</p>	<ul style="list-style-type: none"> ❖ Increased access and dissemination of Career Information to youth at earlier ages ❖ More students in pipeline preparing for careers in targeted industries ❖ Increased exposure to innovation intensive and core industry clusters ❖ Demand driven curriculum, courses and programs developed ❖ Skills and Competencies committee established ❖ Creation of targeted Approved High Growth, Innovative Intensive Training Vendors List ❖ Increased advancement opportunities and career options for under-represented populations ❖ Common Measures for participants enrolled ❖ Employer Satisfaction surveys conducted
<p>3.0 > Connect to and leverage existing infrastructure initiatives to establish a world class regional communications backbone <i>enhancing regional productivity, and to achieve mobility and connectivity for workers and employers throughout the region.</i></p>	<ul style="list-style-type: none"> ❖ Increased visibility of transportation as a regional growth issue ❖ Increase in the number of employers using alternative work schedule arrangements ❖ Information campaign for public officials as it relates to mobility and connectivity in the Region ❖ Regional ICT Infrastructure Workgroup established and study conducted

4.0 > Develop a *culture of innovation and entrepreneurship* throughout our partnership and our broader region.

- ❖ Development and retooling of regional workforce programs to ensure inclusion of innovative skills
- ❖ Increase number of sustainable small businesses in the region
- ❖ Identification of workforce development opportunities that drive innovation
- ❖ Incorporation of innovation best practices into the workforce development system
- ❖ Programs developed to fund youth innovation and entrepreneurship
- ❖ Increased technology oriented minority businesses in the region
- ❖ Increase in the number of 2 and 4 year degrees in the region
- ❖ Increase in the number of users linked to/enrolled in global knowledge
- ❖ Increase in the number of business starts/ growths
- ❖ Annual Innovation Summit
- ❖ Design and Launch of Innovation portal
- ❖ Common Measures where applicable