Appendices

Prepared for
2016-2020 Local Plan

2018 PLAN UPDATE
## SWCT Workforce Development Area
### Chief Elected Officials

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>TOWN OF</th>
<th>ADDRESS 1</th>
<th>ADDRESS 2</th>
<th>BUSINESS NUMBER</th>
<th>E-MAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE HONORABLE DAVID T. CASSETTI</td>
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<td>Title</td>
<td>Town</td>
<td>Address</td>
<td>City, State ZIP</td>
<td>Phone</td>
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<tr>
<td>THE HONORABLE MARK A. LAURETTI</td>
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LOCAL CHIEF ELECTED OFFICIALS AGREEMENT
BRIDGEPORT-NORWALK-STAMFORD-VALLEY
WORKFORCE DEVELOPMENT AREA

WHEREAS, The Workforce Investment and Opportunity Act of 2014 (Public Law 113-128) ("WIOA") will supersede the Workforce Investment Act ("WIA") on July 1, 2015; and

WHEREAS, the Chief Elected Officials ("CEOs") of the twenty (20) municipalities within the Bridgeport-Norwalk-Stamford-Valley Service Delivery Area established under JTPA (the "SDA") desire to define the understanding among them under the WIOA, as amended from time to time and the regulations promulgated thereunder and consistent with An Act Modifying Laws Governing the State’s Regional Workforce Development Boards (Connecticut General Statutes Sections 33-3 through 31-r inclusive) (the "Act");

Service Delivery Area (SDA) MUNICIPALITIES -

City of Stamford
City of Norwalk
City of Bridgeport
Town of Wilton
Town of Darien
City of Ansonia
Town of Weston

Town of Stratford
Town of Monroe
Town of Easton
Town of Greenwich
Town of Westport
Town of Fairfield
City of Shelton

City of Derby
Town of Seymour
Town of Oxford
City of Milford
Town of New Canaan
Town of Trumbull

WHEREAS, the municipalities of the SDA comprise four Service Areas ("Sa’s") as follows:

Bridgeport SA: Bridgeport, Stratford, Fairfield, Easton, Trumbull, Monroe
Norwalk SA: Norwalk, Westport, Westport, Wilton
Stamford SA: Stamford, Greenwich, Darien, New Canaan
Valley SA: Ansonia, Seymour, Oxford, Derby, Shelton, Beacon Falls

WHEREAS, the CEOs requested that the Governor of the State of Connecticut (the "Governor") designate the SDA as the Local Workforce Development Area (the "LWDA") and the Governor has designated the former SDA and the former Local Workforce Investment Area as the LWDA; and

WHEREAS, the CEOs have designated the The WorkPlace as the Local Workforce Development Board, and which Board is herein referred to as the WorkPlace Board; and

WHEREAS, the CEOs will request that the Governor certify that the CEOs have complied with the requirements of WIOA with respect to their appointments of members to the Workforce Development Board; and

WHEREAS, grants and/or contracts from the United States Department of Labor to the State of Connecticut and the Connecticut Department of Labor or other agencies assigned under WIOA, as amended from time to time and regulations promulgated thereunder are available to the parties hereto to finance, in whole

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or in part workforce development activities that increase the employment, retention and earnings of participants, and increase occupational skill attainment by participants, which will improve the quality of the workforce, reduce welfare dependency and enhance the productivity and competitiveness of the Nation's economy.

WHEREAS, the CEOs desire to maintain the existence of the Consortium of municipalities formerly of the SDA formed by their Memorandum of Agreement effective July 1, 1985 under JTPA, (the “Memorandum”) as the municipalities of the LWDA consistent with WIOA, the Act, local ordinances, bylaws, etc.

NOW THEREFORE, in consideration of the mutual promises and undertakings herein contained and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties hereto agree and covenant as follows:

1. **DURATION:**

   This Agreement shall be in effect until WIOA expires by operation of law or is repealed by an Act of Congress. This agreement shall then automatically renew upon the implementation of any superseding legislation.

2. **THE CONSORTIUM:**

   A. **PURPOSE:**

   The purpose of the Consortium shall be to exercise the powers, functions and responsibilities vested in the CEOs under WIOA and in the Consortium by the terms of this Agreement and WIOA.

   B. **POWERS, FUNCTIONS AND OBLIGATIONS:**

   1) Select the Mayor of the City of Bridgeport as the Chairperson of the Consortium;

   2) Appoint members to The WorkPlace Board in accordance with criteria established by the State of Connecticut and WIOA and as set forth in this Agreement;

   3) Consult with the Governor of the State of Connecticut, or designee, regarding the statewide allocation of funds under WIOA;

   4) Approve the budget developed by The WorkPlace Board to fund WIOA related activities;

   5) Designate the City of Bridgeport as the local grant recipient and fiscal agent to assist The WorkPlace, as sub recipient, in the administration of funds under WIOA;

   6) Nominate candidates for appointment by The WorkPlace to the Youth Council, as applicable;

   7) Enter into an agreement or agreements with The WorkPlace with respect to shared powers, functions and obligations, as applicable;

   8) Accept liability for the misuse of grant funds according to the terms set out in Section 8, General Provisions, Paragraph A. It is recognized that any delegation by the Consortium of any of its power or authority does not relieve the members of the Consortium of their ultimate responsibility for use of such funds according to the
General Provisions, Paragraph A. Liability. However, in the event that the Consortium should reach an agreement with the Governor under which the Governor agrees to act as the local grant recipient for the LWDA and to accept and bear liability for the misuse of grant funds allocated to the LWDA, the municipalities of the Consortium shall not bear such liability. The Consortium reserves the right to review, evaluate, concur with or reject any plan, proposal or request for WIOA funding;

9) Establish an Executive Committee of the Consortium and other committees as appropriate. The Chairperson of the Consortium (Mayor of the City of Bridgeport) will serve as the Executive Committee Chair;

10) Delegate such functions and responsibilities to the Consortium Executive Committee as the Consortium deems appropriate for effective administration. All powers not expressly delegated are reserved by the Consortium.

11) Such other functions as the Consortium may deem appropriate for the exercise of the Consortium’s powers and in the discharge of the Consortium’s duties and responsibilities under WIOA, the Act, Federal and State regulations, State and local law, Local Plans as modified from time to time, and agreements between the CEOs and the WorkPlace and between the CEOs and other entities in connection with WIOA and this Agreement.

12) The Consortium will meet, at a minimum, annually.

13) Special meetings of the Consortium may be called by the Chairperson of the Consortium or any four members.

C. QUORUM:

A quorum for the transaction of Consortium business shall consist of six (6) CEOs. Three (3) of the four (4) SAs shall be represented, including at least two (2) of the CEO’s of the following municipalities: Ansonia, Bridgeport, Norwalk, Stamford (“Lead Mayors”). The conduct of business will require a majority of the quorum. Voting may be accomplished through electronic participation by means of a conference telephone or similar communications equipment affording all persons participating in the meeting the ability to hear each other. Participation in the meeting by means of electronic equipment shall constitute presence in person at such meeting.

3. THE EXECUTIVE COMMITTEE

A) COMPOSITION

1) The Executive Committee will consist of eleven (11) members chosen by and from among the CEOs of the Consortium. There shall be at least two (2) members from each SA, one of which shall be its Lead Mayor. The remaining three (3) slots will be appointed from among all the CEOs of the Consortium.

2) The CEOs of the following municipalities presently constitute the Executive Committee: Ansonia, Beacon Falls, Bridgeport, Darien, Fairfield, Greenwich, Norwalk, Shelton, Stamford, Trumbull, Westport. The composition of the Executive Committee shall be reviewed biennially on the anniversary date of the ratification of this Agreement by the majority of the Consortium for adjustments in membership.
3) The Consortium chairperson (Mayor of the City of Bridgeport) will coordinate Executive Committee activities and act as the authorized representative of the CEOs of the LWDA. The Chairperson shall have the authority on behalf of the CEOs to sign the Local Plan and any modifications thereof, contracts and agreements between the Consortium and The WorkPlace, contracts and agreements, and other documents as required pursuant to WIOA and/or the Act,

4) Vacancies on the Executive Committee shall be filled by the CEOs of the LWDA

B. POWERS, FUNCTIONS AND OBLIGATIONS

The Executive Committee, in accordance with the terms of this Agreement and on behalf of the Consortium, shall have the following functions, powers and responsibilities:

1) In partnership with The WorkPlace, develop and submit the comprehensive four-year plan required by the WIOA and subsequent modifications thereto for submission to the Governor, the Department of Labor and/or other governmental organizations for funding;

2) In partnership with The WorkPlace exercise oversight over local programs of youth activities, local employment and training activities and the local one- stop delivery system authorized by WIOA;

3) Together with The WorkPlace negotiate and reach agreement with the Connecticut Department of Labor on local performance measures;

4) Authorize The WorkPlace Board to designate or certify the One Stop operator and to terminate for cause the eligibility of such operator;

5) Authorize The WorkPlace to develop and enter into the memorandum of understanding with One-Stop/ American Job Center partners;

6) Act on behalf of the Consortium between meetings of the Consortium and as the Consortium may from time to time assign the Executive Committee for the effective exercise of the Consortium’s powers, functions and responsibilities.

7) The Executive Committee will meet, at a minimum, annually.

8) Special meetings of the Executive Committee may be called by the Chairperson or any three members.

C) QUORUM

A quorum for the transaction of Executive Committee business shall consist of six (6) CEOs. Three (3) of the four (4) SAs shall be represented, including at least two (2) of the CEO’s of the following municipalities: Ansonia, Bridgeport, Norwalk, Stamford ("Lead Mayors"). The conduct of business will require a majority of the quorum. Voting may be accomplished through electronic participation by means of a conference telephone or similar communications equipment affording all persons participating in the meeting.
the ability to hear each other. Participation in the meeting by means of electronic equipment shall constitute presence in person at such meeting.

4. DESIGNATED ALTERNATES

A CEO may designate an alternate to attend meetings of the entire Consortium or of the Executive Committee. Such alternate may participate in discussions, but may not be counted for purposes of establishing a quorum and may not vote.

5. THE WORKFORCE INVESTMENT BOARD: THE WORKPLACE

A. SIZE AND MEMBERSHIP

Business Representatives:

1) The majority of members must be business representatives, divided equally among the four SAs;

2) The size and membership of the Board will comply with applicable provisions of WIOA, Federal and State statutes and regulations, and local law

Non-Business Representatives

1) Non-business representatives shall be divided equally among the four SAs;

2) The size and membership of the Board will comply with applicable provisions of WIOA, Federal and State statutes and regulations, and local law.

B. NOMINATION PROCESS

The CEOs will solicit nominations for Business and Non-Business representatives from appropriate organizations and agencies as described in the process. The WorkPlace will notify all CEO’s of vacancies on the WorkPlace Board. The WorkPlace will assist the CEOs to allocate the categories for Non-Business appointments and to satisfy the requirements of WIOA.

Business Representatives

1) Business representatives must be owners, chief executive officers, chief operating officers, small business or other individuals with optimum policymaking or hiring authority and represent businesses with employment opportunities that reflect the employment opportunities of the LWDA;

2) The Business Council of Fairfield County, the Greater Norwalk Chamber of Commerce, the Greater Bridgeport Regional Business Council and the Valley Chamber of Commerce shall be the lead local business organizations for coordinating and submitting business nominations to the CEOs for final appointment;

3) The CEOs may contact other local chambers of commerce and trade associations to advise them that they may submit nominations to the lead local business organizations;
Non-Business Representatives

1. Representatives of educational entities, including Community Colleges, will be selected from among individuals nominated by state, regional or local educational agencies, institutions, or organizations representing such local educational entities;

2. Nominations for representatives of labor organizations shall be solicited from local labor federations;

3. CEOs may solicit nominations for representatives of community-based organizations, giving special consideration to organizations representing youth (including out of school youth), individuals with disabilities, and veterans;

4. CEOs may solicit nominations for representatives of economic development agencies, giving special consideration to private sector economic development entities;

5. Unsolicited nominations may also be considered.

6. APPOINTMENTS

A. APPOINTMENTS

1) Appointments of Business and Non-Business members to The WorkPlace Board shall be made in writing by the CEO making the appointment;

2) Appointments shall be made for staggered terms as provided in the bylaws of The WorkPlace;

3) Any vacancy in the membership of The WorkPlace Board occurring before the expiration of the member's term shall be filled in the same manner as the original appointment. Any member so appointed shall serve for the remainder of the unexpired term.

B. DOCUMENTATION

All documentation concerning nominations, recommendations and other matters related to the appointment of members to The WorkPlace Board shall be maintained by The WorkPlace. This information shall be available to the Governor or his representative to ensure compliance with Section 107(b) of WIOA.

7. YOUTH COUNCIL

A Youth Council may be established as a subgroup of The WorkPlace Board.

A. APPOINTMENT

If applicable, Youth Council members shall be appointed by The WorkPlace Board in cooperation with the CEO's.

B. MEMBERSHIP

1) WorkPlace Board members;

2) Representatives of public housing authorities;
3) Parents of eligible youth;

4) Individuals including former participants, representatives of organizations with experience relating to youth activities;

5) Representatives of Job Corp, as appropriate;

6) Other individuals as agreed to by the Board Chair of The Workplace and the CEOs

8. GENERAL PROVISIONS

A. LIABILITY

Liability for any misuse of grant funds is hereby assumed by each municipality that executes this Agreement by and through its Chief Elected Official. This assumption of liability shall be allocated among such municipalities in proportion to the municipality's share of the total benefits and services received from the use of federal grant funds allocated to the LWDA pursuant to the Workforce Opportunity and Investment Act during the fiscal year when the misuse of such grant funds occurred.

The proportionate share of each municipality shall be determined by calculating the total of the amount of grant funds plus the value of in-kind services and benefits directly received by each municipality and dividing that amount by the total amount of all grant funds received by the LWDA pursuant to the Workforce Opportunity and Investment Act during the fiscal period in which the event giving rise to liability occurred.

Notwithstanding the foregoing, in the event that the Consortium should reach an agreement with the Governor under which the Governor agrees to act as the local grant recipient for the LWDA and to accept and bear liability for the misuse of grant funds allocated to the LWDA, the municipalities of the Consortium shall not bear such liability.

B. INSURANCE

Insurance shall be purchased by The Workplace as available, reasonable, and necessary to indemnify the parties to this Agreement from any liability which may attach due to the operation of the Workforce Opportunity and Investment Act.

C. MODIFICATIONS

Modifications to this Agreement may be made by a two-thirds (2/3) affirmative vote of the CEO signatories of this Agreement, or their successors by voice vote or by ballot. Ballots can be mailed, emailed or faxed as such the signatures will be deemed originals. Any modifications shall take effect when two-thirds (2/3) of the CEOs indicate his/her approval by signature.

D. AUTHORITY

Each party's signatory to this Agreement attests that it is the CEO of a unit of general local government and is authorized under applicable State and local law to enter into this Agreement and agrees to all of the provisions of this Agreement.
E. COUNTERPART SIGNATURE PAGES

The parties hereto agree that there may be individual signatory pages for each CEO to execute to signify his/her approval and those copies of such executed individual signatory pages shall be deemed original counterparts.

F. FREEDOM OF INFORMATION ACT

All matters relating to the subject matter of this Agreement shall be subject to State Freedom of Information requirements.

G. EFFECTIVE DATE

This agreement shall be effective from the date that a majority of the CEOs sign the agreement provided, however, that the effective date shall be no later than July 1, 2015.
SIGNATORY PAGE

In WITNESS WHEREOF, the Chief Elected Officials of the Bridgeport-Norwalk-Stamford-Valley Workforce Development Area have executed this Amended Agreement on the date or dates set forth on this signatory page.

James Marpe
First Selectman of Westport 5-6-15

John A. Harkins
Mayor of Stratford 5-12-15

Stephen Vavrek
First Selectman of Monroe 5-7-15

Bill Finch
Mayor of Bridgeport 5-8-15

Mark A. Lauretti
Mayor of Shelton 5-12-15

David Martin
Mayor of Stamford 5-6-15

Jayme Stevenson
First Selectman of Darien 5-19-15

David Cassetti
Mayor of Ansonia 5-14-15

Michael Tetreau
First Selectman of Fairfield 5-7-15

Adam Dunsby
First Selectman of Easton 5-13-15

Harry Rilling
Mayor of Norwalk 5-8-15

Gayle M. Weinstein
First Selectwoman of Weston 5-13-15

Christopher Bielik
First Selectman of Beacon Falls 5-20-15

Kurt W. Miller
First Selectman of Seymour 5-20-15

William Brennan
First Selectman of Wilton 5-14-15
Anita Dugatto
Mayor of Derby

Timothy M. Herbst
First Selectman of Trumbull

George Temple
First Selectman of Oxford

Robert Mallozzi
First Selectman of New Canaan

Peter Tesei
First Selectman of Greenwich
# 2018 Plan Update

## ATTACHMENT C

### BOARD OF DIRECTORS OF THE WORKPLACE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Details</th>
</tr>
</thead>
<tbody>
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<td>Alvarado, Frank</td>
<td>Senior Area Manager, Veteran Affairs Officer, U.S. Small Business Administration, Bridgeport</td>
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<tr>
<td>Bailey, Leon (Chair)</td>
<td>HIT Consultant, Community Foundation for Greater New Haven, New Haven</td>
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<tr>
<td>Bentley, Larry</td>
<td>Consultant, Westport</td>
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<tr>
<td>Bogen, Arthur</td>
<td>President, Down to Earth, LLC, Milford</td>
</tr>
<tr>
<td>Broadie, Paul</td>
<td>President, Housatonic Community College, Bridgeport</td>
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<tr>
<td>Burgard, Mary</td>
<td>Vocational Rehabilitation Supervisor, Department of Rehabilitative Services, Windsor</td>
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<tr>
<td>Conlin, John P.</td>
<td>President, Stamford Chamber of Commerce, Stamford</td>
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<tr>
<td>Falcon, Clodomiro</td>
<td>President &amp; CEO, La Guia Hispana, Stratford</td>
</tr>
<tr>
<td>Feldman, Garry</td>
<td>President &amp; Co-Founder, U.S. Computer Connections LLC, Stamford</td>
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<tr>
<td>Fuda, Victor</td>
<td>Director, State of Connecticut, Department of Labor – Bridgeport &amp; Stamford, Bridgeport</td>
</tr>
<tr>
<td>Giegengack, Teresa</td>
<td>Assistant Director, Client Services, Fairfield Senior Center, Fairfield</td>
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<tr>
<td>Gill, Fred</td>
<td>Sourcing/Recruitment Manager, Metro-North</td>
</tr>
<tr>
<td>Gold, Lindy Lee</td>
<td>Senior Regional Manager, State of Connecticut DECID, Hartford</td>
</tr>
<tr>
<td>Grabinski, Joseph</td>
<td>Chief Union Environment Health &amp; Safety Steward, Sikorsky Aircraft, Stratford</td>
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<tr>
<td>Grant, Herbert A.</td>
<td>President/CEO, DMG &amp; Associates, Norwalk</td>
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<tr>
<td>Hoekenga, Craig</td>
<td>Chief Executive Officer, Microboard Processing, Seymour</td>
</tr>
<tr>
<td>Holcomb, Doug</td>
<td>Chief Executive Officer, Greater Bridgeport Transit, Bridgeport</td>
</tr>
<tr>
<td>Hudson, Celina N.</td>
<td>Vice President/Branch Manager, Citibank, Bridgeport</td>
</tr>
<tr>
<td>Iannucci, Richard</td>
<td>Commander, Port S Naval Veterans, Bridgeport</td>
</tr>
<tr>
<td>Johnson, Areta</td>
<td>Superintendent, Bridgeport Public Schools, Bridgeport</td>
</tr>
<tr>
<td>Labella, Michael</td>
<td>Regional Vice President, TD Bank, Westport</td>
</tr>
<tr>
<td>Levinson, David</td>
<td>President, Norwalk Community College, Norwalk</td>
</tr>
<tr>
<td>Loeser, John</td>
<td>Program Director, IBM, Weston</td>
</tr>
<tr>
<td>Lohr, Jim</td>
<td>Deputy Director, Carpenters Labor Management Program, Fairfield</td>
</tr>
<tr>
<td>Mancini, Sabrina</td>
<td>Education Consultant, CT ST Dept of Ed - Bureau of Healthy Nutrition, Family Services &amp; Adult Education, Middletown</td>
</tr>
<tr>
<td>Marasco, Reina</td>
<td>Director, Valley Regional Adult Education, Shelton</td>
</tr>
<tr>
<td>McSpadden, Matthew</td>
<td>Senior Vice President, New England Middle Market Bank, JP Morgan Chase, Shelton</td>
</tr>
<tr>
<td>Morgan, David</td>
<td>President &amp; CEO, TEAM, Inc., Derby</td>
</tr>
<tr>
<td>Napolitano, Marc</td>
<td>Executive Director, UBS Investment Bank, Stamford</td>
</tr>
<tr>
<td>Oddo, Jim</td>
<td>VP, Talent Acquisition &amp; Development, Frontier Communications, Stamford</td>
</tr>
<tr>
<td>Oppel, Win</td>
<td>President, AD-MERICA, Shelton</td>
</tr>
<tr>
<td>Peralta, Ramon</td>
<td>Founder &amp; Creative Director, Peralta Design, LLC, Shelton</td>
</tr>
<tr>
<td>Rafael, Cindy</td>
<td>Vocational Rehabilitation District Director, Department of Rehabilitation Services, Western Region</td>
</tr>
<tr>
<td>Robinson, Danielle</td>
<td>Director of Alcohol Policy &amp; Reputation Management, Diageo</td>
</tr>
<tr>
<td>Samper-Horak, Catalina</td>
<td>Executive Director, Neighbors Link, Stamford</td>
</tr>
<tr>
<td>Sheahan, Margaret</td>
<td>Law Officer, Mitchell &amp; Sheahan, P.C., Stratford</td>
</tr>
<tr>
<td>Silverstone, Bruce</td>
<td>VP for Corporate Affairs, Aquarium, Bridgeport</td>
</tr>
<tr>
<td>Sportini, Thomas J.</td>
<td>Training Director, IBEW Local 488 JATC, Monroe</td>
</tr>
<tr>
<td>Watson, Debra</td>
<td>Vice President and Fair Lending Officer, People’s United Bank, Bridgeport</td>
</tr>
<tr>
<td>Wilkinson, Thomas A.</td>
<td>Executive Vice President, Local 371 United Food &amp; Commercial Workers International Union, Westport</td>
</tr>
</tbody>
</table>
### SECTOR BY JOBS, 2014: SOUTHWEST CONNECTICUT

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employees</th>
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<tr>
<td>Health Care and Social Assistance</td>
<td>58,547</td>
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<tr>
<td>Government</td>
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<td>Retail Trade</td>
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<tr>
<td>Finance and Insurance</td>
<td>33,964</td>
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<tr>
<td>Professional &amp; Technical Services</td>
<td>31,672</td>
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<tr>
<td>Manufacturing</td>
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<td>Educational Services</td>
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<tr>
<td>Management of Companies</td>
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<tr>
<td>Information</td>
<td>10,493</td>
</tr>
<tr>
<td>Arts, Entertainment, Recreation</td>
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### SECTOR BY AVERAGE WAGE, 2014: SOUTHWEST CONNECTICUT

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<th>Sector</th>
<th>Average Wage</th>
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<tr>
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<td>Wholesale Trade</td>
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<td>Information</td>
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<tr>
<td>Manufacturing</td>
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<td>Professional &amp; Tech Services</td>
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<td>Government</td>
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<td>Health Care Social Assist</td>
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<td>Administrative Support</td>
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<td>Construction</td>
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<td>Educational Services</td>
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<td>Retail Trade</td>
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<td>Arts, Entertainment, Rec</td>
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<td>Other Services</td>
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<tr>
<td>Accommodation and Food Services</td>
<td>$22,414</td>
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CHANGE IN EMPLOYEE DEMAND BY EDUCATION OVER NEXT 3 YEARS, 2015
SOUTHWEST CONNECTICUT BUSINESS WORKFORCE SURVEY

- **H.S. diploma**: Increase 76%, Stay About The Same 14%, Decrease 10%
- **2-yr degree, industry cert**: Increase 71%, Stay About The Same 26%, Decrease 4%
- **4-yr Degree, Professional**: Increase 57%, Stay About The Same 43%, Decrease 0%

Source: Southwest Connecticut Business Workforce Survey 2015, N=129.

KEY WEALTH PRODUCING INDUSTRIES
- HEALTH CARE
- PROFESSIONAL AND TECHNICAL SERVICES
- FINANCIAL SERVICES
- MANUFACTURING

KEY OCCUPATIONAL GROUPS IN DEMAND
- **Health Care**
  - Practitioners and Technicians
  - Support Workers
- **Computer and IT Workers**
- **Secretaries and Administrative Assistants**
- **Financial and Auditing Clerks**
- **Skilled Production and Maintenance Workers**
EXPECTED INCREASE IN PART-TIME WORKERS IN NEXT 3 YEARS, 2015 SOUTHWEST CONNECTICUT BUSINESS WORKFORCE SURVEY

Source: Southwest Connecticut Business Workforce Survey 2015, N=137.

LABOR FORCE PARTICIPATION RATE, 2013

Source: U.S. Census, 2009-2013 American Community Survey 5-Year Estimates. Data on estimates of labor force participation are only available at the MSA level.
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) IN SOUTHWEST CONNECTICUT, 2010 & 2014

Source: Connecticut Department of Labor, Office of Research, from Connecticut Department of Social Services data, 2014.

TEMPORARY FAMILY ASSISTANCE IN SOUTHWEST CONNECTICUT, 2010 & 2014

Source: Connecticut Department of Labor, Office of Research, from Connecticut Department of Social Services data, 2014.
Connecticut Department of Social Services Addendum

Non-Custodial Parents – Non-custodial parents are individuals who do not have custody of their child (ren), yet still have an obligation to provide necessary supports. Non-custodial parents are identified by the CTDSS Child Support division in partnership with the Judicial Support Enforcement Services Division. Together, both units will assist parents in securing financial and medical support for their children by providing quality services and information in a courteous, efficient, and effective manner. Non-custodial parents, in order to achieve economic stability, need education, employment services and various supports like affordable housing, transportation, nutritional assistance and child care to insure the well-being of their children. Annually, approximately 60,000 cases with court-ordered support are monitored. The two units are responsible for court enforcement and assist both parents with court modification process and collect about $300 million in child support. Child support represents 45% of their family income. In addition, 188,000 children live in such families with 60% of parents receiving TANF or were former TANF recipients. In addition, 29% live below the federal poverty level.

TANF – in addition to the overarching goals for Connecticut’s workforce system, the following goals are specific to the TANF and the JFES program:

TANF

Provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives.

End the dependence of needy parents on government benefits by promoting job preparation, work and marriage.

Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies.

Encourage the formation and maintenance of two-parent families.

JFES

1. Enable participants, through employment, to become independent from cash assistance by the end of the 21-month time limit established by state law;

2. Enable participants who become independent from cash assistance to remain employed and independent of cash assistance; and

3. Ensure that federally-established TANF Work Participation rates are met through employment of participants and engagement of participants in other allowable TANF work activities based on the regional and individual assessments of participants’ needs.

TANF/JFES –

Connecticut’s Temporary Assistance for Needy Families (TANF)/Jobs First Employment Services (JFES) program is co-administered by the CTDSS and CTDOL. TANF/JFES provides assistance to needy families and pregnant women meeting eligibility criteria in all political subdivisions of the state. Assistance for basic needs is provided to needy families through the Temporary Family Assistance (TFA) component administered by CTDSS and the Jobs First Employment Services (JFES) program is administered by CTDOL in partnership with the Workforce Development Boards (WDBs). The ultimate goal of Connecticut’s TANF/JFES program is to provide assistance to needy families to enable them to move out of poverty and into self-sufficiency.

The TANF/JFES program is a time limited assistance program based on the assumption that welfare should be a temporary program of assistance and it is better to work than to be on welfare. Recipients are
encouraged to assume personal responsibility for their economic self-sufficiency. Unless they meet exemption criteria, adults are required to seek and retain employment if it is available. Recipients unable to secure employment without intervention from the state will receive services, including education and training that will assist them in becoming employed. Applicants must attend the initial employment services assessment intake session for further employment assessment/plan development before TFA benefits are granted.

The TFA program attempts to direct participants to employment sufficient to move them off assistance within twenty-one months. The program contains many features that support this objective. The asset limit is $3,000 so families may set aside money for emergencies. Families are allowed to own a reliable car to seek employment, to travel to and from work, or to transport a handicapped family member. To be excluded, the family’s equity in the vehicle must not exceed $9,500 or the vehicle must be used to transport a handicapped family member. Earned income of recipients is totally excluded up to the Federal Poverty Level (FPL). Once earnings reach the FPL, the family becomes ineligible for assistance. Up to $50 per month of current child support is passed through to the family each month and excluded as income. Child care and transportation benefits are provided in order to enable individuals to prepare for, obtain and retain employment.

If a family member refuses to participate in Employment Services activities, the family is penalized through grant reduction. If the family has made a good faith effort to comply with the employment activities but still has income below the payment standard at the end of twenty-one months of assistance, a six-month extension of benefits may be given. Extensions may also be given to families who have encountered circumstances beyond their control such as domestic violence. To qualify for an extension the family’s income cannot exceed the payment standard corresponding to the size of the family.

Following are the array of available Work Related Activities for TANF recipients:

1. Unsubsidized Employment
2. Subsidized Private Sector Employment
3. Subsidized Public Sector Employment
4. On-the-Job Training
5. Job Search and Job Readiness Assistance
6. Work Experience
7. Community Service Programs
8. Vocational Educational Training Not to Exceed 12 Months
9. Child Care for an Individual Participating in a Community Service Program
10. Job Skills Training Directly Related to Employment
11. Education Directly Related to Employment
12. Satisfactory Attendance at Secondary School or in a GED program

SNAP E&T –

In addition to the overarching goals for Connecticut’s workforce system, the SNAP E&T program’s primary goal is to assist SNAP E&T participants with work-related activities that will lead to paid employment. SNAP E&T is a voluntary, skills based program with a focus on vocational training. Successful students gain skills needed to find employment or improve employment in the current job market. The resulting outcome is increased self-sufficiency and decreased dependence on public assistance.

SNAP Employment and Training is administered by the CT Department of Social Services (CTDSS). The primary goal is to assist SNAP E&T participants with work-related activities that will lead to paid
employment. Short term vocational programs are job focused and employer driven. The SNAP E&T Program is currently in transition. As a way to better serve low income SNAP recipients, all future partnerships will operate under a 50% reimbursement model. This allows CTDSS to use federal funds to leverage nonfederal funds already being invested in employment activities.

The components of Connecticut’s SNAP E&T program are currently delivered through six nonprofit organizations, four community colleges, and one private college. Expansion efforts are underway. FNS approval will be sought before the department adds additional SNAP E&T 50% reimbursement partners. Our current 50% partners are Capital Community College (CCC) located in Hartford, Gateway Community College (GCC) located in New Haven, Asnuntuck Community College (ACC) located in Enfield, Goodwin College located in East Hartford, Opportunities Industrialization Center (OIC) located in New London, and Northwestern Connecticut Community College (NCCC) in Winsted. Our 100% contractors are Community Renewal Team (CRT) located in Hartford, The Kennedy Center located in Waterbury, Eastern Connecticut Workforce Investment Board in Franklin, Career Resources in Bridgeport, and Workforce Alliance in New Haven.

Case management activities include conducting assessments; developing employment plans; making referrals as appropriate to education, vocational training and community service; conducting or making referrals to structured job search training; and career placement. Case management services can also include referrals for support services such as child care, transportation and other services required to enable the participant to remain engaged in his or her activity.

Our current contractors provide case management services that are unique to their SNAP participants and above and beyond what they provide to their other non-SNAP clients. A key piece of their case management is ensuring that the SNAP recipients comply with all SNAP requirements, such as completing the recertification process by reminding them that they will not be eligible to participate in SNAP E&T if they fail to meet all of the SNAP requirements.

For participants who already have skills that are marketable in the current economy, the first component will be structured job search training. For participants without marketable skills, the first component will be vocational/occupational skills training, educational programs, or self-initiated workfare.

Community Services Block Grant (CSBG)

CTDSS administers the CSBG federal block grant (approx. $8M annually) with assistance from the CT community action agency network. The purpose of CSBG is the reduction of poverty, revitalization of low-income communities, and empowerment of low-income families and individuals to become fully self-sufficient.

CSBG can provide an array of services - employment work supports, child and family development, community empowerment, independent living. CSBG has identified the following national performance indicators for states to follow: # persons employed; # maintain job for at least 90 days; # achieve a “living” wage; # receive employment supports such as skills/competencies; completion of ABE/GED;

Child Support

CTDSS administers the statewide child support program. The goals of the child support programs are to assist families in reaching independence through increased financial and medical support, establish paternity for children born out of wedlock, and connect non-custodial parents with the Fatherhood Initiative.
ATTACHMENT N

AJC Partner Contact List

DOL: Wagner Peyser

**Adult Education** (from Central Office)

**Vocational Rehabilitation** (from Central Office)
- Bureau of Rehabilitative Services (BRS)
- DORS
- BESBE

**Title V (Senior Services)** (from State Department of Aging)

**Perkins Act (Technical Education)**
- Bullard Haven
- Other Vocational Schools

**Community Services Block Grants**
- ABCD
- Housing Authority in Norwalk
- TEAM

**HUD**
- Bridgeport
- Norwalk
- Ansonia

**Second Chance Act**
- (Need a delegate from the Governor’s office)

**Title IV of Social Security Act (Higher Ed)**
- Housatonic Community College
- Norwalk Community College

**TANF** (Temp Assistance for Needy Families)
- DSS
ADULT and DISLOCATED WORKER ELIGIBILITY AND SERVICE PRIORITY

General Eligibility Requirements

A. To receive Title I B Adult or Dislocated Worker intensive services, an individual must:

1. Be a U.S. Citizen or Registered Alien;
2. Meet Selective Service Registration requirements, if applicable; and
3. Have received at least one core service, even if provided by a partner program.

B. Additional Eligibility Requirements for Adults

1. Individuals must be 18 years of age or older and
2. Meet the service priority required for adults (e.g., low-income and public assistance recipients).

C. Additional Eligibility Requirements for Dislocated Workers

An individual must meet the WIA definition of a dislocated worker or displaced homemaker definition.

Service Priority For WIA Adults (WIA Law Section 134(d)(4)(E))

Core services are universally available to all individuals entering an American Job Center. However, covered persons (veterans and eligible spouses of veterans) are given priority of service over non-covered persons.

A. Adult Service Priority

1. Priority for intensive and training services shall be given to recipients of public assistance and low-income individuals consistent with the Workforce Investment Act.

WIA Section 101(25) defines a Low-Income individual as an individual who:

a) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program. Cash public assistance includes: TANF (Temporary Assistance for Needy Families), SSI (Supplemental Security Income), General Assistance (GA) or Refugee Cash Assistance (RCA);

b) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, cash public assistance, and old-age and survivors insurance benefits
under the Social Security Act that, in relation to family size, does not exceed the higher of (I) the poverty line, for an equivalent period; or (II) 70 percent of the lower living standard income level, for an equivalent period (see Income/Family Size Determination for guidance on how low-income status is determined);

c) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977;

d) qualifies as a homeless individual as defined by the Steward B. McKinney Homeless Assistance Act;

e) is an individual with a disability whose own income meets the requirements of a program described in subparagraph (a) or (b), but who is a member of a family whose income does not meet such requirements. (WIA Section 101(25))

2. Individuals who are recipients of public assistance (TANF, SNAP/Food Stamps, Supplemental Security Income (SSI), Refugee Cash Assistance (RCA), and General Assistance (GA)) may be automatically income eligible and no further income verification is required if the individual has provided acceptable documentation.

   a) SNAP (Food Stamp) documentation must be current and verify that the individual receives or is a member of a household that is receiving SNAP benefits as described in 1. (c). Examples of documentation include the Letter of Award if the individual is the recipient, or documentation that lists the individual is a member of the household receiving SNAP, and documentation such as a SNAP benefit summary showing the dates to verify that benefits were received within the six-month period prior to application to a WIA program.

   b) Cash Public Assistance:
      
      (1) TANF documentation must be current and verify that the individual is receiving or is a member of a family that is receiving TANF payments at the time of application to a WIA program. Examples of acceptable documentation include the Letter of Award if the individual is the recipient, or documentation that lists the individual as a member of the family currently receiving TANF, and documentation such as the TANF benefit summary that shows the dates of the public assistance.

      (2) SSI, RCA and GA are payments made to a single recipient. The individual applying to WIA must be the recipient at the time of application to a WIA program in order to be considered as receiving public assistance and would be considered as a family of one. Examples of acceptable documentation include the Award Letter or other authorization notice to receive cash public assistance.

B. Dislocated Worker Priority for Intensive and Training Services

The Workforce Investment Act does not provide a priority of service requirement for dislocated workers. However, plant closures or significant dislocation events are given priority for Intensive and Training services. All other eligible individuals impacted are considered of equal status for receipt of services notwithstanding federal requirements pertaining to priority for covered persons (veterans and eligible spouses).
C. Priority of Service for Covered Persons, also known as Veterans’ Priority of Service (P.L. 107-288 (Jobs for Veterans Act) and 20 CFR Part 1010)

1. Veterans and eligible spouses of veterans (covered persons) are entitled to priority over non-covered persons for the receipt of employment, training, and placement services provided under new or existing USDOL-funded job training programs.

2. Veterans priority of service does NOT change a program’s intended functions; covered persons still need to meet all program eligibility requirements.

3. Priority of service applies to every qualified job training program funded, in whole or in part by USDOL including:

   1. Any such program or service that uses technology to assist individuals to access workforce development programs (such as job and training opportunities, labor market information, career assessment tools, and related support services);

   2. Any such program or service under the public employment service system, One-Stop Career Centers, the Workforce Investment Act of 1998, a demonstration or other temporary program; and

   3. Any workforce development program targeted to specific groups, and those programs implemented by WIB’s or local service providers based on Federal block grants administered USDOL.

4. Service Providers must ensure a process for identifying covered persons at the point of entry including enrollment into workforce services, to allow covered persons to take full advantage of priority of service. Identification does not mean verification of veteran status. Self-identified veterans must be made aware of:

   a. Their entitlement to priority of service;

   b. The full array of employment, training, and placement services available under priority of service; and

   c. Any applicable eligibility requirements for those programs and/or services.
JOIN US! YOUR INPUT MATTERS

Community Meeting on SWCT Regional Workforce Development Plan

The WorkPlace is asking for comments and feedback on a plan to guide the local workforce system for the next 4 years.

The WorkPlace helps people prepare for careers and strengthens the workforce for employers. As the Regional Workforce Development Board, we administer workforce development funds and coordinate providers of job training and education programs that meet the needs of residents and employers in the region.

This forum is for employers, government agencies, jobseekers, education providers, community organizations, labor and anyone else with an interest in workforce development.

Forum One
Tuesday May 10, 2016
Norwalk Community College
188 Richards Ave. Room #W103
8:00 am to 10:00 am

Forum Two
Thursday May 12, 2016
Valley United Way
54 Grove Street, Shelton
8:30 am to 10:30 am

REGISTRATION REQUESTED
or call (203) 610-8570
**PUBLIC NOTICE**

**TOWN OF STRATFORD**

**ELECTION**

**ZONING COMMISSION, ZONING DISTRICT V**

May 24, 2016

The electors of the Ninth and Tenth voting districts in the Town of STRATFORD are hereby warned to meet at their respective polling places in said town on Tuesday, May 24, 2016, for the purpose of casting their votes for Zoning Commissioner to Fill Vacancy for ZONING DISTRICT V.

Notice is hereby given that the location of the polling places is as follows:

- **Polling Place**
- **Voting District**
- **Address of Polling Place**

**Location**

- Bunnell High School
- District 9
- 1 Bulldog Blvd.
- 65 Second Hill Lane

Absentee Ballots will be counted at the following central location: Stratford Town Hall, 2725 Main St. in Room 213.

The polls will be opened at 8:00 a.m. and will remain open until 8:00 p.m. Dated at Stratford, Connecticut, this 4th day of May 2016.

Attest: Susan M. Paufluk
Stratford Municipal Clerk

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**NOTICE**

The Water Pollution Control Authority for the City of Bridgeport will hold a Public Hearing on May 17, 2016 at 5:15 p.m. pursuant to Connecticut General Statutes, Section 7-255 and Section 13.04.220 of the Bridgeport Code of Ordinances to present the Proposed Budget for the year 2016. Notice is hereby given that the said Public Hearing shall be held at the City Clerk's Office, City Hall, 45 Lyon Terrace, adjacent to the City Hall, in the meeting rooms from 6:15 p.m. until such time as the Public Hearing shall be concluded.

Tuesday, May 17, 2016

All owners of property against which the charges are levied shall have an opportunity to be heard concerning the proposed charges. A copy of the proposed charges will be on file in the City Clerk's Office, City Hall, 45 Lyon Terrace, and available for public inspection by the public at least ten days before the date of the Public Hearing.

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**Public Notice**

The Workplace is looking for public input regarding the 2016-2020 SWCTA Workforce Development Board Local Plan. To access the plan and provide feedback, visit www.workplace.org.
SHELTON
Counselors, police to discuss drug awareness for parents

By Michael P. Mayko
SHELTON — Heroin overdoses are quickly becoming commonplace across the state.
And on two cold February days in Shelton they became deadly.
So on Monday night Shelton police, along with the city's Board of Education, the Parent/Teacher Organization and the Greater Valley Substance Abuse Council, will conduct a parental primer on recognizing signs of substance abuse, as well as offering resources for help.
The program will begin Monday at 6:30 p.m. in the auditorium of Shelton Intermediate School, 217 Constitution Boulevard North. It comes just three days after Bradley Commerford, pleaded guilty in federal court to supplying heroin to a 25-year-old earlier this year. It was Commerford's fourth arrest; law enforcement officials say that was responsible for two overdoses in Shelton as well as a fatal one on Indianhead Avenue in Derby last week. The second death on Indianhead Street in Derby is not related to Commerford, according to investigators.
Nevertheless, there have been two heroin-related deaths and 15 overdoses in Shelton during the past year. Statewide there were 274 opioid-related deaths in 2016.
As part of a plea bargain agreement worked out between Assistant U.S. Attorney Robert Spierer and Assistant U.S. Public Defender James Maguire, Commerford, a 30-year-old Derby resident and admitted addict, will face a recommended prison sentence of between 12 and 18 months. He will be sentenced July 28 by U.S. District Judge Arthur F. Minardo in Hartford.
Shelton and Derby police, working with the U.S. Drug Enforcement Administration Task Force, arrested Commerford after Monroe police uncovered several cellphone text messages on the dead man's phone. Police arrested Commerford in his way to meet with his Waterbury supplier, according to his girlfriend.
For Commerford, this was not the first heroin-related death involving one of his friends. When he was 23, Commerford invited a 12-year-old friend to sleep in his home. "This boy Frank, 12," said Moffit, chief of Shelton, after finding heroin supplied by Commerford's dealer and her husband.
The pair, Angela and James, were consumed to 17 years in prison. A court later awarded $2.8 million in claims against the couple to the boy's parents.

UNIVERSITY OF BRIDGEPORT

POLITICS
House leader urges GOP leader not to bar reporter

The Republican leader in the state House is urging the party's chairman to reconsider his decision to bar Hartford Courant political reporter from attending the state party convention.
"I sincerely believe that we need more transparency in politics today. I'm tired of him having an agenda," Kahl said.
"I am a member of the press because you may disagree with coverage is not a wise move."
On Friday, Romano, the Derby town council chairman, was named to the Republican party convention committee in the event of a Connecticut Convention, for what he characterized as a series of negative stories about state Republicans that used anonymous sources. "I am not being treated fairly. I just want to be treated fairly." On Saturday, Romano said he understands where Klawiak is coming from and is only checking Vige, but also knows he's covering the convention.

The WorkPlace
Community Meetings on SWCT Regional Workforce Development Plan

May 10th - May 14th
5% to 15% Off on all tagged items
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Brookfield, CT 06804
(203) 797-8386
NEIGHBORHOODS
What's going on in your part of Norwalk

Pat Tomlinson

WEST NORWALK
West Norwalkers would agree that there is nothing like seeing the school buildings or the neighborhood on the first day of school to see the changes that have taken place in the neighborhood. The Norwalk City Council has approved the expenditure of $9.6 million to improve the Norwalk schools in the next few years. This will be the largest school improvement project in city history.

NEW NORWALK
The proposed budget cuts will affect post-incarceration services

By Linelle Lake

NORWALK — The proposed budget cuts will affect post-incarceration services in Norwalk. The budget cuts will impact Norwalk’s Department of Community Services, which provides various services to individuals returning from prison, such as housing, employment assistance, and education. The budget cuts will result in a decrease in funding for these programs, which will affect the individuals returning from prison. The Norwalk Community College will also be impacted by the budget cuts, as it provides education and training programs for individuals returning from prison.

NEWHARBOR

The WorkPlace

Community Meeting on SWCT Regional Workforce Development Plan

The WorkPlace is accepting nominations and feedback on a plan to guide the workforce system for the next 5 years.

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30
The WorkPlace Website – www.workplace.org
## Public Comments

### Constant Contact Survey Results

**Survey Name:** Local Plan Survey 2016  
**Response Status:** Partial & Completed  
**Filter:** None  
**Date:** May 31, 2016 9:13:18 AM

<table>
<thead>
<tr>
<th>1. Please enter the information indicated below. - Responses</th>
</tr>
</thead>
</table>
| First Name: Ravish  
Last Name: Shah  
City: Stratford |
| First Name: Barbara  
Last Name: Germak  
City: Trumbull |
| First Name: Lissette  
Last Name: Colon  
City: Bridgeport |

<table>
<thead>
<tr>
<th>2. Complete mailing address (include street address and zip code) - Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>480 Lordship Blvd, Stratford, CT 06615</td>
</tr>
<tr>
<td>36 Linderman Dr., Trumbull, CT 06851</td>
</tr>
<tr>
<td>45 Lyon Terrace, Room 310, Bridgeport, CT 06604</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Phone Number. Format (203) xxx-xxxx - Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>(203) 870-8400</td>
</tr>
<tr>
<td>(203) 332-4635 (270)</td>
</tr>
<tr>
<td>203-275-1355</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Name of company/organization...if you are a representative. - Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>AIHT Education</td>
</tr>
<tr>
<td>The Kennedy Center</td>
</tr>
<tr>
<td>Bridgeport Public Schools - HR Department</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Name of the company/organization you represent - Responses</th>
</tr>
</thead>
<tbody>
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<td><strong>Answer</strong></td>
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<td>AIHT Education</td>
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<tr>
<td>Bridgeport Public Schools - HR Department</td>
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</tbody>
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<table>
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<tr>
<th>6. Type of Organization - Other responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>[No Responses]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Please rate the following questions. - Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>[No Responses]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Describe skills and capabilities that will be necessary for jobseeker to possess in the next 4 years. - Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answer</strong></td>
</tr>
<tr>
<td>Technological skills</td>
</tr>
<tr>
<td>Exceptional writing and speaking skills</td>
</tr>
<tr>
<td>Working well with others</td>
</tr>
<tr>
<td>#1 Technology</td>
</tr>
<tr>
<td>Effective Communication Skills</td>
</tr>
<tr>
<td>Critical Thinking &amp; Writing</td>
</tr>
<tr>
<td>Passion and Commitment</td>
</tr>
</tbody>
</table>
9. What will be the region's greatest challenges in retraining workers to meet the needs of employers? - Responses

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The expense of training those who do not have the means or ability to receive this training</td>
<td><a href="mailto:bgerrmak@kennedycbr.org">bgerrmak@kennedycbr.org</a></td>
</tr>
<tr>
<td>The employers need to be fully committed in wanting to have this plan work. It is not a challenge if the commitment is there when it comes to training and investing time. You have to plant the seed in order to cultivate.</td>
<td><a href="mailto:lcolon@bridgeportedu.net">lcolon@bridgeportedu.net</a></td>
</tr>
</tbody>
</table>

10. Provide additional comments you believe would be helpful in shaping this plan. - Responses

<table>
<thead>
<tr>
<th>Answer</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think business must step up to the plate in providing training to workers. They have the funds to adequately provide training and should be provided tax incentives to do so.</td>
<td><a href="mailto:bgerrmak@kennedycbr.org">bgerrmak@kennedycbr.org</a></td>
</tr>
<tr>
<td>Have a training and development program for representatives of all organizations and agencies involved. The investment will not fully come to fruition if employers, organizations and agencies are not committed.</td>
<td><a href="mailto:lcolon@bridgeportedu.net">lcolon@bridgeportedu.net</a></td>
</tr>
</tbody>
</table>