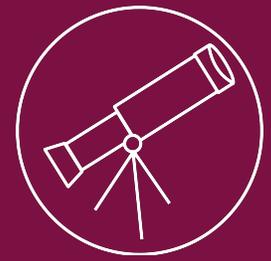




Job Creation and Workforce Development

The New Haven community faces significant challenges in preparing the resident workforce to compete for jobs in growing industries like healthcare, education, and professional services. Only 16,900 (39%) of jobs held by New Haven residents are living wage jobs that can support their basic financial needs. 19% of New Haven adults are without high school degrees, and 55% of New Haven young adults have not attained bachelor's degrees.¹

Workforce system stakeholders, especially agencies and employers, need to work together to institute new strategies to both reduce barriers to employment and increase the skill levels of residents to enable them to compete for available jobs. While employment-related issues such as transportation, felony history, and lack of childcare present barriers, the most significant barrier is lack of preparedness for the workforce. The regional education and workforce systems need to scale up and target their initiatives to expand access to programs offering industry-recognized credentials and/or post-secondary certification. Job-seekers will then be better prepared for entry-level jobs that require more than high school skills. These "middle-skill" jobs often pay better, include employer-provided benefits, offer a career path to better-paying jobs, and are often housed with higher quality employers. As middle-skill jobs have higher entry-level education requirements, employers expect continuous learning in order for the employee to advance to higher level jobs. These jobs can be brought within reach of New Haven job-seekers with targeted education, training, and support to address other barriers.



Vision:

All residents have the job training, basic skills, and access to services that they need to succeed in living wage employment and achieve financial stability



2020 Targets:

Underemployment:

Reduce the underemployment rate from 20%² to 15% by moving 3,000 individuals into better jobs

Living wage jobs:

Increase the percentage of residents in jobs making a living wage from 39% to 45%, placing 700 people per year

(from 23,700 residents to 27,200 residents)

Pipeline:

Establish a unified workforce pipeline that supports, tracks, and places 5,000 residents in jobs

The Census Bureau defines a living wage job as one that pays more than \$3,333 per month or approximately \$40,000 per year

Strategy Roadmap: Access to Jobs



Goal: All residents can get local, living-wage jobs

		Strategies		
		Set up job access agreements with New Haven employers that result in job slots for New Haven residents	Improve data sharing among job training agencies so they can identify and place New Haven residents to meet employer needs	Connect employers and workforce agencies to improve quality of workforce services for employers and jobseekers
	Need			
Citywide	Only 16,900 (39%) jobs held by New Haven residents are living wage jobs that can support their basic financial needs. ³	Secure agreements that yield 500 hires of New Haven residents per year in quality jobs	Support and track 5,000 residents and 1,000 placements in occupations in demand across agencies in shared data system	Work with workforce providers to improve quality of programming, develop sectoral workforce strategies, and graduate more qualified candidates
Equity Focus	<i>The official unemployment rate averaged 17% over 2008-2012 in low opportunity neighborhoods compared to 9% for the state.⁴</i>	<i>Ensure that at least half of these hires will be from low opportunity neighborhoods</i>	<i>Focus support efforts on low opportunity neighborhoods</i>	<i>Increase participation of residents from low opportunity neighborhoods</i>
2016: First Year Action Steps		Reach out to and engage additional employers to set up job access agreements Work to increase the percentage of residents placed in living-wage jobs	Develop a data sharing system and secure commitments from five agencies to use shared system	Develop or identify a Workforce Intermediary to improve the quality of job training programs with technical assistance, increase the number of job trainings aligned with the needs of employers, and organize efforts targeting collaborative agreements with employers in high growth sectors of the job market

Strategy Roadmap: Basic Skills and Readiness



Goal: All residents are prepared to succeed and achieve financial security

Need		Strategies		
Citywide	19% of New Haven adults don't have high school degrees, and 55% of New Haven young adults don't have bachelor's degrees. ⁵	Create an Education to Workforce Pipeline by connecting residents with training, social services, and jobs that feed into a career and by involving employers in the training and education process	Expand Skill-Up programs that combine reading and math with basic life and job skills training	Expand certificate programs and community college programs to prepare residents for in-demand job fields (e.g IT, culinary, allied health)
Equity Focus	35% of adults don't have high school degrees in low opportunity neighborhoods. ⁶ Over 40% of families in six neighborhoods have incomes under \$25,000. ⁷	Engage at least 2,000 residents per year in the Workforce Pipeline and place 500 residents in living wage jobs per year (defined as jobs earning \$40,000 or more)	Increase completion rate to 200 residents annually completing Skill-Up programs at Gateway Community College and other adult education centers, with placement rates over 60%	Identify and publish all certifications acquired by New Haven residents across providers by sector and increase number of residents obtaining certifications by 100%
2016: First Year Action Steps		Provide real time data to assess involvement of residents from low opportunity neighborhoods; focus outreach efforts in these neighborhoods	Recruit residents from low opportunity neighborhoods to utilize over 50% of Skill-Up slots	Focus outreach in low opportunity neighborhoods
		Secure partnerships and agreements to participate in the Pipeline from seven agencies Integrate the New Haven Free Public Library into the pipeline as a physical hub for education and training workshops, and a digital hub for online resources like lynda.com, JobNow, and Learning Express	Convene partners to plan expansion of basic education and technical skills training	Formalize City partnership with Gateway Community College and engage other certification providers in systematic process to increase access by residents Submit application for US Dept. of Labor TechHire Partnership Grant to rapidly train workers for and connect them to well-paying, middle- and high-skilled, and high-growth jobs across H-1B industries such as Information Technology (IT), healthcare, advanced manufacturing, financial services, and broadband