

ATTACHMENT H

American Recovery and Reinvestment Act (ARRA) of 2009

Planning Questions

The following questions are intended to elicit information with regard to actionable strategies for achieving the goals of the American Recovery and Reinvestment Act (ARRA or Recovery Act).

We welcome the use of flowcharts and organizational charts to add clarity to responses.

Part A: General Strategies and Services for WIA Title I Adult, Dislocated Worker and Wagner-Peyser Programs

Economic Analysis

1. Please provide a description of the regional economic conditions that have informed the service delivery strategies planned for ARRA.

The key factors that influenced Metro South/West's program design and priorities for utilization of the ARRA funds are: *Unprecedented Rise in Unemployment; Employer Downsizing; Need for Developing Customized Programs for Job Seekers and Employers; Priority of Service to Veterans.*

- a. What are the locally identified economic trends and emerging industries for job growth in the near and long term?

Green Energy, Medical Device Manufacturing, Health Care

- b. What are the anticipated emerging hiring trends for these industries?

Green Energy: Fastest growing, most visible and most challenging employment sectors in the new economy. Massachusetts clean energy cluster supports 14,000 jobs and Metro South/West is poised to be the 10th largest cluster in the state. Concentration will be on meeting the skills needs for: Renewable Energy (Wind, Solar, Geo, BioMass); Materials and Waste Management; Water Management; Sustainable Manufacturing.

Medical Device Manufacturing: Subsector of a larger industry of Life Sciences which is comprised of 600 biotechnology companies, more than 475 medical device and equipment manufacturers and more than 75 pharmaceutical companies in Massachusetts. The Mass Job Vacancy Survey, 4th Quarter 2008 reports that there is a projected employment growth rate of 33,890 over the next ten years with greatest demand for highly

ATTACHMENT H

skilled workers. Concentration will be on meeting the skills needs for: Assembler; R&D Technician; Regulatory Affairs; Production Supervisors; Quality Engineer.

Health Care: Health care in Mass employs almost half a million people, who work in 16,353 establishments. With 72,480 job openings projected between 2000 and 2010, health care has also been an industry needing a continuous stream of new employees as well as workers who can be steadily moved up to more demanding jobs. There are 462 health care companies in the Metro South/West region, ranging from: Providers (a person, organization or business that offers a good or service); Services (intangible products that are not goods and cannot be sorted or transported). The Mass Job Vacancy Survey 4th Quarter 2008 reports that health care and social assistance continued to report employment growth and posted more jobs (11, 780) in the 4th quarter than any other major industry. Concentration will be on meeting the skills needs for: Certified Nursing Assistant; Home Health Aide; Environmental Specialist; Medical Admin Generalist; Occupational Therapy Technician Health Care; Support Work; Personal Care Attendant.

- c. Please include information with regard to the general Career Center customer demographic trends (education level, work history, etc.) since the recession began, including unemployment insurance claimant trends in your region, and how these trends have influenced ARRA planning strategies.

The only noticeable difference in demographic trends is the increase in the percentage of individuals with college degrees (51.2% this year versus 46.5% last year). There has been no noticeable difference in any other demographic (age, gender, ethnicity, disability, veteran).

Collaboration

2. Please describe strategies for outreach and collaboration with major regional partners, including economic development, community colleges and education agencies, business organizations, civic groups, community-based organizations, etc. to align workforce development strategies toward regional development and shared prosperity.

In anticipation of ARRA, Metro South/West has developed an Advisory Board made up of local employers from various industries; vocational school, community colleges and business associations. An employer focus group was facilitated to determine employer skills needs in the new economy. In addition a meeting was held with all the vocational school and community colleges in the area as well as the Mass Apprenticeship Program, to discuss how these schools could develop curriculum to meet these employer needs. As a result of these meetings the Advisory Board was developed. The Board will evaluate the current and future programs for their effectiveness and outcomes.

ATTACHMENT H

Services

3. Consistent with the goals of the Recovery Act, please describe what specific innovative services are planned, and how each is an innovative approach in comparison to past service delivery practices.

In addition to our ITAs, Metro South/West will introduce both group training and additional group activities. Group training may consist of ABE/GED and ESOL with occupational training. Group activities may include additional workshops, both computer lab and job search. These group activities will increase the number of customers served and provide shorter more customized training.

Metro South/West will also develop, refine and explore electronic tools and methods for communication and networking between and among our employers, job seekers and training providers utilizing webinars, networking sites, e-mail blasts, etc. A Social Networking Workshop has already been developed for our jobseekers as is a new Twitter account for outreaching.

4. Please describe how the service design will ensure that ARRA funds will supplement and not supplant existing resources which are spent on workforce programs and services.

60% of ARRA funds will allocated for customer training. ARRA training funds will be tracked separately from WIA funds both fiscally and programmatically. Any new customized training developed for ARRA will be tracked separately from other training programs. Individuals enrolled under ARRA are receiving training monies that may not otherwise have been available to them.

5. What specific strategies will be implemented to ensure the capacity of the area workforce system to provide services to a significantly expanded customer base?
 - a. What additional services will be provided to accommodate an increased influx of customers?

Group training, group activities, additional workshops both in the computer lab and job search workshops.

- b. Does the strategy include hiring additional staff? If so, please describe the staff hiring plan.

Additional staff will be hired in order to meet the needs of the customers. New staff will provide workshop facilitation, career advising, job development and labor exchange assistance. Metro South/West has already hired 6 new staff through our the SDA and has opened 9 positions through DCS which will be funded through ARRA Wagner Peyser and RES.

ATTACHMENT H

6. What specific strategies will be implemented to ensure the capacity of the area workforce system to deliver an expanded level of services in a timely manner?

- a. Please explain your strategies for triaging customer needs.

Customers are triaged in two ways. If the individual attends a CCS and when asked is interested in working with a career advisor, they will be given an appointment to come back for a more in depth assessment by the career advisor to determine next steps. Should a person walk in to the center and is interested in working with a career advisor, a membership will be taken and an appointment made to have a more in depth assessment done and determine next steps.

- b. How will this include examination of the customer base to better understand work history trends? Identification of transferable skills?

The career advisor will look at the individual's work history, skills sets, transferable skills etc. to determine what would be the best route for this person to take. A comprehensive assessment of the person will be done to determine if training is needed or just career advising. The assessment process is currently being looked at for its effectiveness and what we may need going forward.

- c. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased related to pre-screening, assessment and referral; bearing in mind that quality referral to apprenticeship or open-shop jobs will require specific skills and experience?

Metro South/West has always prided itself on ensuring that staff receives the training they need to accomplish their jobs. All of our career advisors and resource room staff is Certified Resumes Writers and many of the staff are Certified Employment Specialists. Any new staff will be given the opportunity to receive these certifications as well. In addition staff will be trained in how to do a comprehensive assessment; job development and job referral/job match procedures. This training may be done either internally or through a training provider.

- d. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased to provide job placement assistance that meets the supply/demand criteria for the emerging job market?

Metro South/West's Business Service Reps attend the weekly staff meetings in their centers to discuss with staff any new employer contacts and/or job orders they have developed. The BSRs also meet individually with resource room staff and career advisors to discuss their customer's employment needs. This gives the staff current information on what is happening with employers. In addition Metro South/West has and will continue to do

ATTACHMENT H

industry briefings for staff on emerging industries in the area so that they understand the needs and skills sets required when working with customers.

7. How will the determination be made with regard to which individuals will be enrolled in ARRA?

Everyone will be dually enrolled in both ARRA and Dislocated Worker.

8. What local policies are in place to promote universal access and consistency of service throughout the local region?

Governing Career Center policies concerning universal access and consistency of services has been approved and on record through the Metro South/West Regional Board.

Training

9. What specific strategies will be implemented to expand training opportunities, bearing in mind that a minimum of 60% of ARRA program funds must be expended on training services?

Additional group activities and group trainings will be offered along with our on-going ITAs.

10. Based upon the economic trends identified in question #1 and the planned participant numbers listed in the charts in Attachment G, please describe any strategies the region is planning to target specific sectors and occupations for training (e.g. contracts for education and training for certain skill areas, outreach to hiring businesses, training for front line Career Center staff, etc.)

Metro South/West will be submitting an RFP for ABE/ESOL with occupational training. In addition we will be working very closely with local employers, specifically our targeted industries and vocational schools to develop curriculum based on skill set needs.

11. Will the following training strategies be utilized?

| | | |
|---|--|---|
| ITA | <input checked="" type="checkbox"/> _yes | <input type="checkbox"/> _no |
| Group Training | <input checked="" type="checkbox"/> _yes | <input type="checkbox"/> _no |
| OJT | <input type="checkbox"/> _yes | <input checked="" type="checkbox"/> _no |
| Customized | <input checked="" type="checkbox"/> _yes | <input type="checkbox"/> _no |
| Skill Upgrading | <input checked="" type="checkbox"/> _yes | <input type="checkbox"/> _no |
| ABE/ESOL (in connection with occupational) | <input checked="" type="checkbox"/> _yes | <input type="checkbox"/> _no |

ATTACHMENT H

12. In conjunction with provisions of the Recovery Act, for FY2010, will the local area contract with institutions of higher education or other eligible training providers to provide group training? **Yes**

a. Please describe the criteria that would guide that decision.

Based on the needs of the job seekers and the employers, customized group training may be developed to meet specific needs of the customer (employer and job seeker).

b. How will the local area assure that such action will not limit customer choice?

Individual Training Accounts (ITAs) will continue to be available.

13. Does the local area have a written process currently in place to procure group training? Does this include changes to the current written procurement policy?

Metro South/West will use the state procurement policy.

14. ARRA requires that support services and needs-related payments are made available to support the employment and training needs of the priority populations. Is the local area prepared to implement:

Support Services _yes ___no

Needs Related
Payments ___yes _no

a. If the response is “no,” please describe the plan to implement these services in the future.

The Metro South/West Regional Employment Board has voted that there will be no Needs Based Payments only Support Services.

15. Does the local area have a written policy in place for Support Services and Needs-Related Payments? If the answer is no, the local area must develop and submit such a policy for DCS approval by June 15, 2009.

Yes, for Support Services only. The following is the section from the Career Center Governing Document voted on by the MSW Regional Employment Board: Support Services –‘Defraying the costs of training takes priority over the provision of support services. Depending upon the availability of funds, job seekers may receive assistance in paying for training materials and books, equipment, clothing required for work, transportation assistance, and other expenses incurred for completion of their education and/or job search.’

ATTACHMENT H

Job Match, Job Development, Job Referral, Job Placement

16. How does the information that is utilized to determine which employers are hiring connect to/inform the work of the Career Center case managers to counsel jobseekers for actual job openings?

When job orders are posted to MOSES an e-mail is sent to all staff to make sure they are aware of any new positions that have become available. In addition, an e-mail blast is sent out to all of our customers with the listing of all new jobs with the job order number and instructions to contact our centers if they are interested in applying for any of these positions. Our BSRs' attend the weekly staff meetings to discuss any new employer contacts or job orders and meet individually with the resource room staff and career advisors to discuss the people they are working with.

17. Please describe how the job match, job development, job referral and placement strategies will meet the specific supply/demand criteria for the emerging job market?

Metro South/West last year developed training for staff on the job match/job referral process in order ensures that this service was being provided correctly. To date all staff has attended this training and any new staff will attend as well. Job development training is planned by the state for all staff, however if this training is delayed Metro South/West will pay for this training. All job orders are posted within 24 hours of receipt and sent out to all staff. Job orders for emerging industries will be highlighted.

Priority of Service

18. Please describe the local strategies that will ensure emphasis on serving public-assistance recipients, low-income and under-skilled adults, and adults who are disconnected from the workforce.

MSW has a longstanding relationship with our local DTA office in Framingham. For many years MSW has provided Occupational Skills Training for public assistance and food stamp recipients. Both populations are under skilled adults that need intensive services in order to reach self sufficiency.

MSW has dedicated staff that provides these services on site at the location in Framingham for these customers. The site's resource room s available to these customers in order that career and job research can be completed with the help of a Career Advisor. Recently a presentation of ARRA WIA Title I Adult funds was

ATTACHMENT H

given to the DTA staff in order to make them aware of the priority that will be given to this population.

19. Have ARRA WIA Title I Adult funds allocated to the local area been determined to be *limited* or *not limited* for FY2010?

WIA Title I ARRA funds have been determined to be not limited for FY 2010 given the allocation along with ARRA funds.

20. How will veterans' (covered persons) priority of service be assured for all federally funded employment and training services provided through the local workforce development system? The response should address how covered persons are identified at each potential point of entry for each federally funded employment and training program accessible through the local career center system.

Metro South/West has identified veterans as one of our target groups in our FY 2010 Business Plan. Veterans are identified in many area points of entry; walk-in, attendance at CCS, filing an unemployment claim, case managed by Vets Rep. All identified and eligible veterans receive first priority for: enrollment in workshops, access to training funds, referrals to new job orders, and other career center services. Designated signage and veteran's information areas have been created and implemented in all 3 career centers to encourage customers to self-identify. A veteran's website has been developed which assists veterans with resources and information. This website is updated regularly.

Transparency

21. What strategies will be employed by the local area to satisfy the "transparency" requirements of the Recovery Act?

The ARRA plan will be posted on our website for public review and will be shared with Advisory Boards, Committees and staff. In addition, there will be internal monitoring on a monthly basis by the Career Center Director to ensure that all programs are running effectively and efficiently.

ATTACHMENT H

Part B: Reemployment Services (RES) Program

Service Delivery

All partners (WIB, Career Center Directors and staff, WIA Administrators and WIA staff, Operations Managers and state staff) need to participate in the design and implementation of the ARRA Re-Employment Service Program (RES) models. The Commonwealth expects that all Career Center customers receive at a minimum a Career Center Seminar (CCS) including a job readiness inventory and a Triage and/or Mini Assessment. However, RES UI Claimants must receive a CCS, a Triage or Mini-Assessment, development of a Career Action Plan and, at a minimum, one other service such as a referral to a high-quality employment opportunity.

1. How has your workforce area ensured full participation of all partners in designing your local ARRA Re-Employment Service Program (RES) models?

All partners have been actively involved in the development of the RES model. This is an on-going process and the final model is still under discussion and development.

2. How has CC staff been aligned by function rather than by funding stream?

All staff in Metro South/West is crossed trained regardless of the funding stream or the agency the person works for. A person funded through ARRA will follow the same guidelines.

Service Components

Career Center Seminar/ Orientation

The CCS is the orientation and entry point for the programs. The CCS will outline career center services as well as the claimant's responsibilities. The CCS will include all required information and a *Job Search Readiness Inventory*.

3. Describe the process that engages the claimant in the CCS and ensures they are linked to an additional service when they leave the CCS.

CCS are run 4 days per week and facilitated by a trained instructor. All services are reviewed including potential training possibilities, labor exchange, resources, etc so that customers know the extent of the services available to them. At the CCS the facilitator asks that if anyone is interested in working with a career advisor they stay after the class when they are then set up with an appointment to meet with someone at a later date. We provided a tour of our facilities so that individuals can see how the career center is set up and available resources.

ATTACHMENT H

4. What adjustments if any have you made with regard to capacity for offering the CCS?

All our centers offer CCS 4 times per week, twice a week in the morning and twice a week in the afternoon.

5. What is your strategy to ensure that all of the staff who presents the CCS possesses excellent presentation and engagement skills?

All of the Metro South/West staff has excellent presentation skills and each of them facilitate workshops outside of the CCS. MSW managers have been instructed to sit in on all workshops to ensure quality and effectiveness.

- a. Is training or different staff needed to effectively present this important part of the program? If yes, do you need assistance? **NO**

Triage/ Mini- Assessment

Triage should be conducted immediately following the CCS. The triage may be scheduled for a later appointment, if necessary; however, a concerted effort should be made to avoid a gap that exceeds five working days. The purpose of this Triage/Mini-assessment interview is to review the *Job Search Readiness Inventory*, schedule the claimant for needed services, determine if the claimant has viable job skills, and begin to formulate a *Career Action Plan*. Please Note: At triage point a customer may be deemed eligible for targeted services: i.e.: Veteran, DTA customer, TAA customer and may be immediately referred to specialized staff who will meet with the customer to develop a *Career Action Plan*.

6. What is the strategy for the Career Center to provide a CCS, including a job-readiness inventory and triage /mini-assessment, development of a Career Action Plan and at least one other service to every RES participant?

CCS's are facilitated 4 times per week in each center, as part of the CCS a job readiness inventory is completed. Profiled customers will be identified prior to the CCS and every effort will be made to encourage these individuals to return to work with a career advisor within 5 days at which time an assessment and a Career Action Plan will be completed. As this is a new process this may be tweaked.

7. Does the local area have a **Triage/Mini Assessment** tool that will allow a quick but accurate gauge of the participant's job search skills?
- a. If yes, please identify the tool(s) that will be used.
- b. If no, please describe your plan to identify or develop such a tool?

Metro South/West staff will be meeting to discuss assessment tools that would meet this need.

Career Action Plan (CAP)

ATTACHMENT H

The CAP should document skills, identify any barriers and create the framework for the customer to achieve reemployment. CAP steps should include job search skills development (e.g. workshops, training), job referral, job development and and/or job placement assistance. The Massachusetts One Stop Employment System (MOSES) has a built-in **Career Action Plan** that should be utilized when establishing, in conjunction with customer, specific tasks and goals. All staff will be given access to the CAP tool within MOSES.

8. Describe the local service delivery design for managing the CAP process.

This process will be developed with a few weeks. None in place at this time.

9. How will the career center ensure that staff is effectively using MOSES to record CAP?

Case management and staff activity reports are run monthly and distributed to staff and managers for review and quality control. If there are any errors or it is felt that services are not recorded appropriately it will be captured at that time.

In-Depth Assessment

A more in-depth assessment will be necessary for some claimants, especially those with deficient or out of date skills, those lacking educational preparedness and those who lack clarity on occupational goals.

10. In the local area, what activities and tools will comprise “in-depth” assessment?

In development.

11. What process and rationale will be used to refer claimants who are permanently separated to in-depth assessment?

Customers will be referred based on need and interest, not on whether or not they are permanently separated claimants. However, the permanently separated claimants will be profiled which will identify them more easily.

Career Center Group Services

Workshops

Many claimants will need services and skills for their job search that are best delivered in a group setting. Participation in job skills related workshops may be critical to the success of the CAP. Many job seekers have trouble finding jobs because they have a deficiency in one or more of the skills that are taught in job search skills workshops. Once a Career Center determines the most critical workshops needed by every job seeker, a flow should be designed that allows the workshops to be accessed in a timely manner.

12. How will Career Center staff determine which workshops are most needed to support the CAP outcomes?

ATTACHMENT H

Metro South/West Career Centers on a regular basis hold job seeker focus groups to assist us in developing workshops that our customers feel they would benefit from. In addition, we thoroughly review our evaluation forms that are completed by the job seeker after every workshop for their suggestions. 90% of our workshops are based on feedback from our customers.

13. Please describe how the scheduling and menu of workshops will accommodate high-volume?

We have looked very closely at the space utilization in each of our centers and have moved the CCS to two afternoons which now allows us to offer job search workshops more often. Any new staff that we have hired has workshop facilitation experience and will be trained on all workshops we offer. Our workshops fill up very quickly and space continues to be an issue particularly in our Newton center.

14. What is the process to ensure that all customers will learn about training opportunities?

All staff from receptionist to IT is familiar with the training opportunities available to customers. If an individual attends a CCS training is discussed, if someone walks in to the resource room looking for assistance, training is discussed and certainly all career advisors are aware of all training opportunities. All NEG companies are posted in all of the resource rooms and CCS workshop room.

Training Services

If during the Triage/Mini Assessment it is determined that a customer requires additional skills and or training, the customer should be referred to training.

15. What is the process and rationale that you will use to refer claimants in need of training to WIA or other training?

If an individual indicates that they are interested in training and meet the eligibility requirements, they will meet with a career advisor who will do an in depth assessment of an individual's skills sets, transferable skills, etc to determine what training may be most appropriate. Once this has been determined the training proposal process will begin.

16. How will the local area ensure RES staff is aware of the rationale and trained in the process to make appropriate referrals?

There is no delineation between career center staff and RES staff. We encourage a seamless process for all customers which are why all Metro South/West staff is all cross trained.

Job Match, Job Development, Job Referral and Job Placement

ATTACHMENT H

Once a customer has undergone an assessment and has a Career Action Plan, the career center staff should work with the customer to match his/her skills with jobs.

17. Please describe how effective job referral and job development services will be provided to increased numbers of claimants?

From the DCS staff that will be hired, each center will have one individual identified as a job developer that will assist in the job development activities for customers. Training has been done for staff on job match/job referral and job development training is expected soon.

18. Describe how the job development and/or business service units will support this model?

The BSRs attend all staff meetings to let staff know of new companies and job orders; in addition they meet individually with resource room staff and career advisors. When the job developer is hired in each office, they will work in tandem.

Ongoing Customer Contact

We all recognize that continued, ongoing contact with customers during job search and training services through job placement is vital to their success. Career Centers will use the Massachusetts One Stop Employment System to record services and ongoing contact provided to customers. Instructions with regard to tracking and reporting will be issued under a separate cover.

19. Please describe the process that will be used to ensure ongoing RES customer contact.

All staff with a case load is responsible for 30 day follow up contact. Every attempt at contact is made; phone, e-mail, letters, etc. Any contact with an individual is recorded in MOSES.

Reporting

ARRA requires transparency and accountability; therefore it is imperative to track the successful outcomes of the services provided to our Career Center customers. The Massachusetts One Stop Employment System (MOSES) will be the database utilized to track all services to CC customers.

20. Describe your process to monitor timely recording and tracking of services to customers.

Managers and staff receive monthly reports on; Case Management Activities, Staff Activity Reports, Business Services Report and Weekly Enrollment Reports. It is the responsibility of the staff person to keep on top of their case load and to ensure accurate information is data entered into MOSES. It is also the responsibility of the managers to monitor these reports to ensure staff providing the appropriate services.

ATTACHMENT H

Part C: Youth Program

Section A: please provide one or two paragraphs of narrative response to each question.

| A. PROGRAM PERIODS | |
|--|---|
| 1) Briefly summarize local plans to implement programming between February 17, 2009 and June 30, 2011. Use the different time frames listed below to guide your response. In addition, approximate the local area's spending rate in percentage in each timeframe. (Attach a Board approved plan of action, with timelines, for spending the ARRA funding between if available). Please include information on planned enrollments, as listed in Attachment G, Chart 4, as you respond to these questions. | |
| February – April 2009 | Strategic plan and RFP for summer youth programming |
| May to Sept 2009 | Selection of vendors, contract negotiations, youth intake, eligibility, assessment, program implementation, program oversight and monitoring. Year Round RFP for additional programming and Framework Design. |
| Oct 2009 to April 2010 | Work experience evaluation outcome. Year round programming and ensuring performance outcomes. Strategic plan and RFP for summer youth programming |
| May to Sept 2010 | Selection of vendors, contract negotiations, youth intake, eligibility, assessment, program implementation, program oversight and monitoring. |
| Oct 2010 to June 2011 | |
| 2). Describe how the local area will balance the need to spend money quickly to stimulate the economy with the need to provide quality programming to youth served with ARRA/WIA funding? | |
| Please Describe | Approximately 151 youth will be employed at eight dollars a week for 20 hours for six weeks. Each youth will have an expendable income of \$960. This should generate revenue for the local economy in the areas of retail, fast food, mobile communications, and recreational activities. In addition, youth will complete a summer program having gained work readiness and employability skills. |

Section B: please check “yes” or “no” to the question. In the box below the question, provide up to one paragraph of narrative response to each question. Responders should review Training and Guidance Letter 14-08 sections 16C: “Workplace Guidelines” and 19A: “Waivers to Support Youth Services under the Recovery Act”.

| B. WAGES/STIPENDS | | Yes | No |
|---|--|-----|----|
| 1). Will the wages being paid to ARRA/WIA Title I Summer Youth customers meet the Massachusetts minimum wage requirements (TEGL 14-08 Section 16C)? If no describe your policy regarding wages. | | x | |
| Please Describe | \$8/hour complies with MA minimum wage | | |
| 2). Will any ARRA/WIA Title I Summer Program Youth customers receive wages or stipends for the classroom portion of their summer employment? If yes, please describe the board approved policy regarding wages/stipends for classroom | | x | |

ATTACHMENT H

| B. WAGES/STIPENDS | | Yes | No |
|--|--|-----|----|
| portions of the summer employment (TEGL 14-08 Section 16C). | | | |
| Please Describe | The board believes strongly in providing educational opportunities that will increase their basic skills levels that promotes the opportunity for post secondary education | | |
| 3). Will the local area provide Supportive Services to participants during the summer program? If yes, please describe the board approved policy regarding supportive services. | | x | |
| Please Describe | Yes, Transportation, uniforms, tools and educational materials. | | |
| 4). Will the local area use the Work Opportunity Tax Credit (WOTC) as an incentive to employers to hire disconnected youth ages 16-24? If yes, please describe the anticipated process. | | x | |
| Please Describe | All employers are made area of the WOTC. However, given the economic downturn, youth are currently competing with skilled workers and older youth returning from college looking for part time jobs that traditional youth would have taken during the summer. | | |
| 5). The Secretary of Labor and Workforce Development has placed a wage cap at \$12 per hour for Title I WIA youth program participants being served with ARRA funds. Will the local area's wage exceed this standard? (If yes describe your policy regarding wages.) | | | x |
| | | | |

Sections C, D & E: please provide one or two paragraphs of narrative response to the question in the box below each question. Feel free to add up to several more paragraphs as needed. Responders should review Training and Guidance Letter 14-08 sections 16 C: "Program Administration" & 16 E: "Program Design Considerations" in conjunction with responses to this section.

| C. WORKSITE/EMPLOYER SELECTION | |
|---|---|
| 1). What will the local area do to ensure that participating worksites offer meaningful work experiences for customers that match career interests and aptitudes that are developmentally appropriate and introduce and reinforce the rigors, demands, rewards, and sanctions associated with holding a job (TEGL 14-08 section 16E)? | |
| Please Describe | <p>The Youth Council reviewed summer proposals to ensure that the worksites described provided a variety of experiences where by youth would gain valuable insights into trades, the medical field, publishing, landscape design, child development, green jobs, behavioral health services, public relations, computer added design, office support.</p> <p>There will be an assessment for all youth identifying strengths and weaknesses to in order to determine the best possible match. A review of academic and occupational skill levels will also be part of the assessment. Each youth will have an Individual Service Strategy where by age appropriate career goals will be identified. In many instances, the youth will have to interview for positions after completing a job readiness component. Work Based Learning Plans will be used to measure skill</p> |

ATTACHMENT H

| C. WORKSITE/EMPLOYER SELECTION | |
|--|--|
| | gain and provide guidance around realistic employer expectations. |
| 2). Describe how the local area will recruit employers that are committed to helping participants receive the experience and training that is required to meet the work readiness goals set for summer employment participants (TEGL 14-08 Section 16E)? | |
| Please Describe | Recruitment of employers has been completed by community partnerships with business, community organizations and schools. These youth committed organizations include project based community service learning opportunities. All sites will ensure the participant to staff ratio is no more that 10:1. |
| 3). What actions will the local area take to ensure that work experience arrangements do not unfavorably impact current employees, do not impair existing contracts for services or collective bargaining agreements and the fair selection process for worksites (TEGL 14-08 Section 16E)? | |
| Please Describe | The local REB RFP review process ensured that there will be no impairment or unfavorable impact on existing contract services or collective bargaining agreements. |
| 4). What is the local area’s plan to focus services on the neediest youth, including youth at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless and runaway youth, youth of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities (TEGL 14-08 Section 16E), see also section G? | |
| Please Describe | The local REB has informed the local DCF and DYS contacts about summer opportunities for youth employment. Currently funded in-school WIA case managers work closely with guidance and school adjustment counselors to identify youth at risk of dropping out. There are strategies in place for drop prevention. Those strategies include supports to effectively provide and deliver the necessary WIA Ten Elements. |
| 5). What is the local area’s plan to provide age appropriate work experiences for the various youth cohorts including younger youth (ages 14 – 18) Older Youth (ages 19 – 21) and Young Adults (ages 22 – 24) (TELG 14-08 section 16E)? | |
| Please Describe | As explained previously, the Individual Service Strategy will be utilized along with the objective assessment of the youth strength and weaknesses to best serve the age appropriate work experiences |

| D. FRAMEWORK SERVICES | |
|--|--|
| 1). Please describe the local area processes and organizational responsibility for determining eligibility including use of the 5% window. | |
| Please Describe | The intake process includes the collection of documentation necessary to determine eligibility such as proof of citizenship, income, residency and photo ID along with other additional barriers. The use of the 5% has been approved by the local youth council. It is used when appropriate. |
| 2). What tool(s) will the local area consider appropriate for the objective assessment and flexibility for documenting the individual service strategy of youth served with ARRA/WIA funds during the summer months. (TEGL 14-08 section 16E)? | |
| Please Describe | ETR will utilize the current Individual Service Strategy that has been successfully in place for the last four years. |
| 3). How will the assessment tools described in question 2 assist in determining which of the | |

ATTACHMENT H

program design elements will be part of the summer program (refer to Part F of this plan for list of program design options)? The current tools we have utilized will determine strengths, weaknesses, abilities and interests. Therefore the youth will have the opportunity to pursue those work experiences that best fit their needs.

| E. ADMINISTRATIVE READINESS | |
|---|---|
| 1). What staffing plan is in place in order to implement the ARRA/WIA between February 17, 2009 and June 30, 2011? Please describe and enumerate the positions at the LWIB, Framework Service Provider and Vendors including those necessary to determine eligibility for a larger number of youth. In addition describe any training that is planned for new staff. | |
| Please Describe | Staff has been transferred to the youth program to do youth eligibility. No training is needed. Three summer monitors will be hired by the REB for the summer program. |
| 2). What plans are in place to ensure the local area will be able to spend at least 30% of funding on out of school youth as required by WIA (TEGL 14-08 section 6 C)? | |
| Please Describe | <p>ETR plans to service a total of 151 youth. ETR currently is in the process of eligibility with 65 out of school youth. One third of the 65 have been verified eligible. The remaining youth are at various stages of collection of documentation. ETR along with the community vendors and partners continues to outreach and recruit. In addition, the cost of out of school is somewhat higher due to the following:</p> <ul style="list-style-type: none"> A) Programs for the out of school population will be a longer day because it includes work experience and an academic component of remediation or GED B) Support services for the out-of-school population are more costly given the characteristics of the population that generally need more in terms of financial support. |
| 3). What are the plans for monitoring (fiscal and program) the ARRA/WIA project through June 2011? Please describe specifically monitoring plans during the summer (TEGL 14-08 Section 9). Attach a fiscal and program monitoring schedule with timelines. The schedule has not been determined at this point in time. | |
| Please Describe | The summer program will have three program monitors to ensure that the REB contracted vendors are providing those services that have been procured through the RFP process. The fiscal portion is monitored by DCS and independent auditors. |
| 4). Will the local area have the capacity to operate the ARRA/WIA program and the regular WIA program concurrently and will there be any foreseeable problems spending the funds before June 2011? | |
| Please Describe | MSW sees no problems given the number of customers coming through the career centers. The fiscal agent is bringing on new staff to address the additional workload. |
| 5). Massachusetts has requested specific waivers from USDoL which have not yet been approved in time for this plan. Which of these does the local area anticipate implementing for the ARRA/WIA program (ITA's for youth, framework/Follow up non-procurement, ARRA procurement flexibility, use of the work readiness for indicator for 18 - 24 after the summer only)? (if none enter N/A). | |

ATTACHMENT H

| E. ADMINISTRATIVE READINESS | |
|-----------------------------|---|
| Please Describe | The local are is interested in non-procurement for framework/Follow up and use of the work readiness for indicator for 18 - 24 after the summer. The latter will depend on funding. |

Section F: please check all of the boxes that describe your program design. In addition, in the boxes at the bottom of the lists please provide a one paragraph description for each type selected. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 14-08 sections 16 E: “Program Design Considerations”.

| F. PROGRAM DESIGN | | Check here if Yes |
|---|--|-------------------|
| 1). Please indicate by check mark the type of program model that will be incorporated into the local ARRA youth program. | | |
| Incorporating green work experiences | | x |
| Connections to registered apprenticeship | | x |
| Integration of work-based and classroom-based learning activities | | x |
| Academic and occupational linkages | | x |
| Continued services supporting older/out-of-school youth during non-summer months | | x |
| Pre-apprenticeship models | | x |
| Group Training/Group Worksites | | x |
| Other | | |
| Other | | |
| Other | | |
| Please Describe | See vendor contracts procured by the REB for specifics. | |
| 2). Please indicate which of the 10 program elements will be provided as part of the summer jobs program? | | |
| Tutoring, Study Skills Drop Out Prevention | | x |
| Alternative Secondary Education | | x |
| Summer Employment | | x |
| Work Experience | | x |
| Occupational Skills | | x |
| Leadership Development | | x |
| Supportive Services | | x |
| Adult Mentoring | | x |
| Comprehensive Guidance and Counseling | | |
| Follow Up Services | | |
| Please Describe | Most of the 10 elements are readily available for summer participants through the procured vendors. | |
| 3). How will the local area determine if and when 12 month follow-up will be required for youth being served with the ARRA funds during the summer period(s) of May 1 through September 30, (TEGL 18-08 section 16E)? | | |
| Please Describe | Youth who successfully completed and showed commitment to the summer program will be encouraged to continue into the year round program. For those | |

ATTACHMENT H

| | |
|---|--|
| | youth who did not complete successfully, ETR will refer these youth to other support services to address barriers that currently keep them from moving forward. ETR will reengage these youth after three months for possible entry into the program if appropriate. |
| 4). What will the local area do to prioritize veterans or their spouses who are eligible for the ARRA/WIA Title I youth services (TEGL 14-08 section 16C)? | |
| Please Describe | ETR Career Centers will help identify those individuals coming into the career centers through Veterans Representative Services. |
| 5). How will the local area ensure there are opportunities for those older and out of school youth that are not returning to school after September 2009 to reconnect into academic or occupational or other training opportunities (TEGL 14-08 section 16E)? | |
| Out-of-school older youth will be given the opportunity to explore the Title I Adult ITA process for further academic or occupational training. This strategy, as always, depends on sufficient funding. | |

Section G: please indicate the planned number of enrollments of youth who are referred by Massachusetts youth serving agencies. In addition, in the box at the bottom of the list please provide up to one paragraph of narrative description for each agency indicated. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 14-08 sections 6 “Key Recovery Act Provisions” and 16 E “Program Design Considerations” and reference any association with Pathways to Success by 21 (P21) if applicable.

| G. CONNECTIONS TO STATE YOUTH SERVING AGENCIES | | Planned Enrollments |
|---|--|----------------------------|
| Department of Children and Families | | 5 |
| Department of Mental Health | | 2 |
| Department of Transitional Assistance | | 20 |
| Department of Youth Services | | 5 |
| Massachusetts Rehabilitation Commission | | 6 |
| Massachusetts Juvenile or Family Court | | 2 |
| Other: Food Stamps | | 15 |
| Other: Disabilities | | 30 |
| Please Describe | We expect at least 52 % of the total number of youth to be served will be from the above list of youth serving agencies | |

Section H: please check all of the boxes that indicate what work readiness goals will be used for the summer employment program. In addition, in the boxes at the bottom of the lists please provide a one paragraph description for each type selected. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 17-05 attachment B “Work Readiness Skill Goal” definition, in conjunction with responses to this section.

| H. WORK READINESS INDICATOR | | | |
|------------------------------------|-----------------------------|--------------------------------------|--------------------------|
| <u>Skill Group</u> | <u>Documentation Source</u> | <u>Specific Work Readiness Goals</u> | Check here if Yes |

ATTACHMENT H

| H. WORK READINESS INDICATOR | | | |
|--|---|--------------------------------------|--------------------------|
| <u>Skill Group</u> | <u>Documentation Source</u> | <u>Specific Work Readiness Goals</u> | Check here if Yes |
| Career Readiness Skills | Local Decision | World of work awareness | |
| | | Labor Market knowledge | |
| | | Occupational Information | |
| | | Values Clarification | |
| | | Career Planning | x |
| | | Job Search Techniques | |
| Work Ethic and Professionalism | Mass Work Based Learning Plan | Daily Living Skills | |
| | | Attendance and Punctuality | x |
| | | Workplace Appearance | |
| | | Accepting Direction/Criticism | x |
| | | Motivation and Taking Initiative | |
| Workplace culture, policy & safety | | | |
| Communication & Interpersonal Skills | Mass Work Based Learning Plan | Speaking | |
| | | Listening | |
| | | Interacting with Co-Workers | x |
| | | Speaking | |
| Other | Other | Other | |
| Other | Other | Other | |
| Other | Other | Other | |
| Please Describe | <p>Career Planning: Youth will work with a case worker to assess their skill level and develop work place and career specific skills based on a career inventory assessment.</p> <p>Attendance and Punctuality: Youth will learn the importance of showing up and providing sufficient notice if unable to report to work. This will be emphasized by being paid only for the time they are on the jobsite.</p> <p>Accepting Direction and Criticism: Youth will learn to accept feedback with a positive attitude through appropriate verbal and non-verbal communication skills. Youth will also learn the importance of the willingness to work in a cooperative manner.</p> <p>Interacting with Co-workers: Youth will be encouraged on the job to interact positively in teams, one on one and with management. Youth will learn to respect cultural and racial diversity amongst their peers.</p> | | |
| 1). What pre-employment workshops or work readiness curriculum will be instituted to provide youth a baseline for entering worksites and achieving the work readiness outcome? Please consider career center seminars, vendor curriculums, or work experiences models. | | | |
| Please | Those youth that will be going directly to work sites will be receiving approximately | | |

ATTACHMENT H

| H. WORK READINESS INDICATOR | | | |
|------------------------------------|---|--------------------------------------|--------------------------|
| <u>Skill Group</u> | <u>Documentation Source</u> | <u>Specific Work Readiness Goals</u> | Check here if Yes |
| Describe | 16 hour baseline of workshops on the importance of work readiness foundation skills. Skills included will be employer expectations, workplace ethics, time management, conflict management, team building and appropriate language and dress. | | |