

American Recovery and Reinvestment Act (ARRA) of 2009

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

GNBWIB used the Center for Labor Market Studies (2009) data to help identify trends within key populations and industries in our region.

Data for relative and absolute changes in key industries, such as healthcare, professional and technical services, and education confirmed the need to target jobs and skills for a knowledge-based economy. CLMS data confirms the skills gap in our region, and the necessity to train fundamentals to the thousands with low educational attainment and those unable to speak English. Without these skills, there is little chance these individuals would be considered for high demand technical and professional skills. The data helped GNBWIB justify substantial ARRA funds to train 80 participants/customers in pre-GED/GED/ESOL and work readiness.

Data was also used to validate the need to target jobs in the knowledge based economy. A UMass Dartmouth Urban Initiative report, Dropout Prevention in the South Coast (2009), suggests training individuals for the knowledge based economy is a solid move toward economic growth. Unfortunately, low educational attainment (with 58% high school graduation rate) has continued to plague our region, where thousands need a GED and to speak English before they can advance academically. In addition, many employers find it difficult to find workers with basic “work readiness” skills. As required by law, any funds used

for adult basic education must be connected to occupational skills training, such as work readiness.

In an effort to align with state and federal funding for renewable energy and energy efficiency programs, the WIB has piloted a weatherization training program and pursued additional funding for green jobs training. As ARRA funding has been allocated to renewable energy, energy efficiency (federal Weatherization Assistance Program) and infrastructure projects, the WIB decided to allocate some ARRA funds to a weatherization/construction group training. . Additionally, GNBWIB has received a list of specific projects the Mayor cited as starting this summer and happening over the next couple of years. Included in this list are major infrastructure projects including: Fairhaven Mills, the hotel, highway projects, Wamsutta Mills, United Front, the Regency, McCoy Field, and Lincoln school.

In an effort to create a ready and able workforce to meet the needs of these new projects, the following skills/certification/licensing are recognized as those that will be in demand to complete them: construction skills, OSHA certification, Asbestos, lead abatement / remediation certifications, Import/Export skills, Fork lift operators/license, Crane operators/license, General warehouse skills, Retail and customer service skills, Hotel and hospitality skills.

Please refer to the attached (w/electronic version of plan only to conserve paper) Review of Green Jobs Studies by PEW, which provides a table summarizing the four most widely cited green jobs studies (one column is “findings,” which addresses job projections made in the four reports), and also provides a list of other green jobs studies, reports and articles. Also attached, is a recent U.S. News & World Report article from the April 2009 Energy and Environment Issue, The Truth About All Those Green Jobs, which heavily cites the Green Recovery report from the Political Economy Research Institute (PERI) out of UMass Amherst (also attached w/electronic version).

Further supporting documentation available at the WIB’s online Resource Room www.gnbwib.org/reports.html

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

Based on outreach to specific companies in the region, the following companies expect growth over the next 2 years:

- Konarka (Solar – photo-voltaic plastics),
- Southcoast Hospitals Group (healthcare),
- Infrastructure Contractors (construction),
- Weatherization Assistance Program
- Energy Efficiency Projects on City-owned Buildings
- Others – Green industries (solar, wind, wave)

The table below lists the types of skills described within the ads for posted positions:

Industry	Skills needed
Medical	Certification/ Specialized Training/Degree—dependant on position. Clean Drug Test/ CORI a must
Construction/ Trades	Math/ Reading Skills/ Dependability/ Licensing/ Certification. Clean Drug Test/ Driving Record/ CORI
Transportation/ Warehousing	CDL Drivers License (A/ B or 7D) with HAZMAT/ Clean Driving Record/ CORI/ Ability to lift heavy objects
Retail/Customer Service	Cashier skills/ Math/ Customer Service/ Reading-Writing and speaking skills/ Ability to communicate and type at the same time (telemarketers) Sales skills
Social Services	Certification/ Experience (depending on position-Child care, adult care, etc) Communication Skills
Finance/ Office Support	Good Math skills/ Some Specialized-Certified Accounting skills (Quickbooks, etc.)/ Reading and communication skills/ General Office skills (Filing, Receptionist)
Manufacturing	Reading Skills/ Some specialized certifications (CNC Operator/ Machine Repair)/ Clean CORI/ Drug Test/Dependable

v.) The number of people that are currently in the state database: Massachusetts One Stop Employment System (MOSES) that are receiving training in our region?

Using weekly MOSES reports, from July 2008 until May 11, 2009, 457 WIA-eligible individuals have received some form of training. Of these, 410 have completed training, leaving 47 individuals that are currently still receiving training.

Total specific WIB/New Directions 2009 Non- ITA trainings equals 152. This includes WIB Education funded ABE / ESOL / GED / Computer Lab).

There were 109 individuals still in training that were “carried in” to 2009. A comparison of training specific to WIA: Individual Training Accounts between all of FY 2008 and the first ten months of FY 2009 (July – May.) is found in the *table on the next page*.

Individual Training Accounts					
FY 2008			FY 2009 (through 5/1/09)		
ITA Course	# indiv.	# weeks	ITA Course	# indiv.	# weeks
CNA/HHA	18	6	Able Body Seaman	1	16
CDL - A	24	6	A+ Network	1	13
CDL - B	7	4	Acct. Cert.	1	26
Comp. Accounting	10	26	As. Reg. Nurse	1	34
Comp. Office	27	26	Bus. Mgt.	1	48
LPN	5	44	CNA/ HHA	30	6
Able Body Seaman	1	4	Capt.	1	6
Patient Care	3	26	Cardio/Phlebot.	4	13
MS Office	8	17	CDL A	24	6
MS Professional	1	13	CDL B	4	4
Insurance Cust Srvc	2	8	Cert. Graphics	2	38
Medical Asst.	4	30	Comp. Acct.	7	26
Web Designer	1	34	Comp. Office	29	26
Tankerman	1	1	Dental Asst.	1	17
Excavation	1	4	EMT	1	13
Business Admin.	1	52	Human Sv. Ct.	3	30
Leadership	1	4	Insurance Cust. Rep.	1	8
Medical Office Spec.	1	26	LPN	3	44
Pharmacy Tech	1	13	MS Off. Opt.	1	5
Personal C.T.	1	22	MS Off. Pro.	6	13
Paralegal	1	8	MS Off. Spec.	3	26
Steward	1	8	Off. Pro.	1	26
Office Pro.	1	26	Patient Care	5	26
Dental Asst.	1	17	Prof. Medical	1	26
A+ Network	1	13	MCSA A+ Net.	1	13
Fund. Biotech	12	4	Surg. Tech.	1	26
Heat/ AC	1	15	Surveying	1	34
Help Desk	1	25			
MCSA A+	1	25			
Plumbing/ Heating	1	13			
Prof. Medical Coding	1	33			
TOTAL	144			135	21 wks. avg.
<i>Times may vary due to vendor, experience of the applicant and holidays.</i>					
<i>ITA's include adult, dislocated workers, Dept. of Transitional Assistance,</i>					
<i>Rapid Response.</i>					

vi.) The average amount of time from completion of training that it takes for someone to find employment:

There were 63 people (Dislocated Worker and Adult) that took courses this Fiscal Year, completed them this Fiscal Year and got employment in this Fiscal Year.

On average the length of time between successfully completing the course and obtaining a job was 62 days.

It should be noted that 78% of those who have completed training, report that their employment was directly related to/contingent upon the training received.

vii.) A random sampling of 100 Career Center customers looks like:

30% Job Ready (Have marketable skills but workshops needed – resumes, interviewing, networking, etc))

10% Need Adult Basic Education

10% Need a GED

40% Need some form of skills training

30% Require support services (incl. vouchers for daycare, transportation, licenses, etc.)

15% Need English for speakers of other languages

10% Appear to be unemployable. (after assessment, determining interest, motivation, etc.)

Note: The Career Center has also noticed that there are a significant number of people that come into the career center to file an unemployment insurance claim that do not want to take advantage of many of the services provided, and/or feel they can continue the job search process on their own, without assistance. The new Reemployment Services (RES) program will require many of these Dislocated Workers to become Career Center members and attend a Career Center Seminar (CCS) which will result in increased use of Career Center services. They are also being provided dedicated intensive services by new RES staffed hired by the State.

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 preparation for ARRA, and the need to identify job openings and skills needs more quickly, the WIB developed a labor needs template to be used with the New Bedford Economic Development Council, to help streamline communications and alert partners as new labor needs are identified. Once the form is submitted to the WIB, the WIB informs the Career Center operator. This process will be expanded to include all regional economic development entities.

In an effort to prepare for ARRA Funding, the WIB convened 33 regional stakeholders (roster available) conveyed in question #2. After a series of meetings, the RIT has been both instrumental and essential in helping shape the programs and allocations within this ARRA plan. In addition, the Mayor has been meeting with trade unions to see what can be done to improve communications. The WIB and New Bedford Mayor Lang convened a forum for Municipal officials from all towns in the region, superintendents, and all school districts to comment on preliminary ARRA plans, and share their thoughts on strategies for implementing the ARRA.

To garner as much input as possible during the early stages of planning, the WIB and Mayor convened and facilitated a community forum that allowed for residents and other stakeholders to participate and offer additional comments and suggestions for the plan.

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.

The Career Centers perform evaluations using new Lean skills learned through Workforce Training Fund professional development, have improved customer flow and training decision making through implementation of a triage assessment process, new assessment tools (Key Train), new visual aids for easier customer processing, new internal decision making by staff of customer access to intensive training services. Also, we have realigned job developers and Business Services Teams members by industry (Construction, Healthcare, Green Jobs, Retail/Hospitality, and General Business) to develop expertise and provide better customer response. For the first time, we are able to aggressively promote youth services (summer jobs and year round programs) out to the towns within our service delivery area. Previous resources focused primarily on New Bedford where the greatest needs exist. We will also be able to develop some Group Training programs not previously possible, and improve our ability to conduct workshops and other on site trainings through the addition of needed space.

Since initial economic downturn was recognized in July 2008, the following efforts have already been implemented to improve operations:

a. High volume and slow turnaround of unemployment insurance claimants

- Redeployed 2.5 FTE Career Center State Job Specialists to get trained in Unemployment Insurance Claims processing to increase our ability to handle larger numbers. The total number of Claims takers is now 4.5 with 3.5 in New Bedford and 1 in Wareham. ***October/November 2008***
- Shifted and retrained CC staff from Resource Room and Follow up to accommodate crowd control and reception at front desk. ***July/August 2008***
- Implemented a numbering system with light displays for UI customers and designated a special waiting room with videos and other materials to occupy their wait time. ***Implemented December 2008***
- Worked with the State through the MA WIB Association and WIA Association to provide more resources to address the UI claims process. Result is 60 new hires being recruited now with 40 going to the Call Center and 20 going to the Career Centers – maybe 2 to New Bedford. ***Continuously since July 2008***
- Reduced/denied staff vacations to ensure sufficient staff to handle the increased volume. ***Since July 2008***
- Obtained a Workforce Training Fund Grant to teach CQI and Lean process tools for all staff, and have trained staff in 5S and Value Process Mapping. Customer process flow improvements directly resulted from this training. Additional training scheduled for the next year in 6 more lean tools. ***Implemented in August 2008***

b. Immobility and regulation of funds

- Implemented use of training funds for short term “enhancements” versus full ITA’s to get WIA job seekers with some skills a short term training that would make them employable faster. ***Implemented July 2008***

c. Lack of appropriate skills assessment tools

- Recognized need for enhanced assessment capability, researched alternatives, purchased software (KeyTrain). ***Implemented December 2008***

d. Business needs assessment

- Began focused outreach to area employers through an aggressive calling campaign. Result has been an additional 15 job orders per month on average. ***Since October 2008***

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Recognizing the need to conduct more in-depth assessment (83%, or approximately 10,000 individuals), the Greater New Bedford Career Center was equipped with new software (Key Train) that is currently being piloted to conduct one-on-one assessments. Seeing the necessity for this assessment tool, the WIB moved forward with allocating \$15,000 of its state performance award to purchase the software. Key Train identifies knowledge in eight areas: reading for information, applied mathematics, locating information, applied technology, writing, listening, observation and teamwork. The objective in the assessment is to more quickly identify those who:

- Are work-ready in some field;
- Are work-ready and match the skill sets required in known vacancies;
- Are work-ready and would match these skill sets for the known vacancies within 1-2 months with some additional skills training delivered over the next 30-45 days, e.g, Quick books, OSHA etc.) (These customers are likely selected from the pool of most recently discharged workers. The emphasis here would be to get them back to work as quickly as possible before they lose momentum.); and
- Would be work-ready in the next 2-3 months with some additional training.

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.

Historically, training funds are always exhausted well before the end of the FY leaving many job seeker customers eligible for training either waiting until the new FY or leaving in frustration without training services. ARRA funds will allow us to address this issue plus provide training to additional customers.

We are limiting the expenses charged to these funds to direct activities and maintaining the payment of infrastructure costs (facilities, data lines, MOSES, insurance, etc.) to regular funding streams. Programs such as the youth summer programs are all designed to complement existing WIA programs and leverage other funding streams such as YouthWorks for additional flexibility in supporting youth summer employment. Substantial funds are also allocated to group training and skills training paired with ABE/ESOL to provide additional seats in critical existing programs and provide for new training that does not yet exist.

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?

Additional services include: Career Center Seminar (CCS), additional workshops, improved assessments using new tools (Key Train), improved skills training tools (Key Train), industry specific focus by staff, increased skills upgrading through short training courses, improved support services/needs related payments (to be

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developed), additional CC space to accommodate increased customers, and a new triage assessment process.

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

The budget is designed with the intention to hire one additional staff for the WIB to coordinate youth and green aspects of ARRA. (see attached justification)

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?

We have added staffing to address additional needs but have also redesigned our current staff functions to deal with the current and anticipated changes, i.e. the additional numbers of job seekers and the need for quicker and more effective decision making regarding the specific services needed by both job seekers and the employers. .

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

The first step of the triage will occur right after registration and issuance of a Career Center id card. An initial assessment will quickly determine if the job seeker is job ready and can do self help or needs more intensive services. If deemed “self help”, then they are directed to the Resource Room and educated about available resources and workshops with suggested attendance for those workshops deemed appropriate. If not job ready, but with marketable skills, they are directed to a job developer who will guide him/her through a plan to address job readiness; including resume writing, interviewing, and networking. Once job ready, we will work to facilitate job referrals, etc. For those deemed not job ready (with no or limited skills), they will be directed to intake for determination of WIA eligibility, then to a case manager who will do a detailed assessment, identify barriers, develop a case plan, and work with the customer to identify appropriate skills training and/or education/job readiness.

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

An enhanced registration form is being developed to capture more detailed work history. Together with upgraded assessment tools, a more detailed picture of the job seekers job readiness and transferable skills will be available.

- 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?

The Career Center staff is provided Professional Development time and activities each Friday for one hour. We purchased Key Train several months ago and have been using this time to train staff on its use as an assessment tool as well as its additional capabilities for increasing skill levels, and qualifying for skills certification.

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- 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?

We have implemented a new Labor Needs Template to facilitate the sharing of potential future labor needs between local Economic Development Councils, the WIB and Career Centers. This will provide timely information to allow staff to identify job seekers with the appropriate skills and/or develop training programs to provide the appropriate skills. We have also categorized our Business Services Team members and other Job Development staff into industries that represent our most likely growth industries.

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

We will enroll all who attend a CCS in WP ARRA. We will enroll all profiled customers who attend a CCS in WP Re-employment ARRA.

This will be done at the time they are registered as Career Center customers which will occur as part of the CCS process. All other customers will be enrolled in Formula WP.

We will enroll all Career Center registered customers receiving intensive services that indicate an interest in either a job or training in any of the following industries as ARRA WIA: Construction, Weatherization, Health Care, or Technology. We will also enroll as ARRA WIA anyone assigned to an Education/Job Readiness ARRA funded education program, and anyone provided training Enhancements in the above industries. All other customers receiving intensive services will be enrolled in Formula WIA.

Those who specifically qualify and are interested in group programs such as Construction/Weatherization and GED w/work readiness will be enrolled. Because other more generic services such as Individual Training Account (ITA) funds, support services, and core services are available under both WIA and ARRA, WIB/ND/CC staff has discussed this issue and is reviewing models presented by the state to make a well informed decision.

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

Great efforts have been made and processes are in place to ensure a broad range of outreach and partnership throughout the region including collaborations with Community/Faith Based Organizations (CBO/FBO), advocacy groups, city and town governments, and education entities. We have had great success through sharing in grants, conducting community forums, and partnering in a variety of programs. A broad list of organizations, both formal (Memorandum of Understanding (MOU) and informal, has been developed to share Labor Market Information (LMI) and program information, and provide customer referrals to address a wide variety of customer needs and to address barriers to employment. The CC has an organized referral process in place with a large

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number of service agencies to ensure customer needs are addressed, and quarterly meetings with these partner agencies are held.

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?

The significant need for improving the education levels of our area customers has resulted in addition of several literacy/job readiness programs including ESOL, Pre-GED, and GED, all with job readiness components using either the Work Certification Program or the Florida Works program. In addition, specific resources have been targeted to training in Weatherization and Construction skills in anticipation of new job growth in these industries.

Currently, the proposed allocations are as follow:

***New approximate allocations under Economic Stimulus
(see budget narrative for details)**

	Youth Summer
\$641K	Youth wages
\$597K	Summer Programming

\$269K GED/ESOL with Work readiness (Group Training)
\$200K Weatherization/Construction (Group Training)
\$ 30K Short term enhancement training (non-ITA for dislocated workers)
\$ 30K Brownfields Work Certified component (for WIA eligible individuals)
\$ 64K Barrier/Support Services
\$133K Individual Training Accounts

\$50K Classroom space/trailer of building

**Additional suggestions include real estate appraisal training, entrepreneurship, and ABE/ESOL tuition reduction programs.*

Provisions will be made so that in the event a specific need arises for specialized group training, that the WIB will vote to allocate funds (if available) to that specialized training.

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.)

In preparation for numerous infrastructure projects, and in an effort to align with state and federal priorities to include "green jobs," \$200k is allocated for training and

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certifying 50 customers (20 adult, 30 dislocated workers) in Weatherization and Construction. Discussions have begun with Clean Edison and the Institute for Environmental Education (IEE) to teach and test out participants for Building Performance Institute (BPI) certification and basic construction certificates. The WIB plans to procure through an RFP for these services.

The plan includes \$269k for 80 individuals to receive access to either Pre-GED, GED or English for Speakers of Other Languages (ESOL) with a work readiness class. Both Work Certified (a 90-hour work readiness and certification program for academic level of 8th grade and above) and Florida Works (a work readiness program for academic levels of 4th – 6th grade) will be used. The WIB plans to procure through an RFP for these services as well as for the work readiness training below.

ARRA funding also provides for an opportunity to leverage an existing \$200k EPA Brownfields Training Grant received by the City of New Bedford. Using \$30k of ARRA funds, 30 Brownfields trainees will also receive the 90-hour Work Certified training and certification.

11. Will the following training strategies be utilized?

ITA	YES
Group Training	YES
OJT	Possibly: We will examine this further and review best practices used at a couple other WIBs to see if applicable.
Customized	POSSIBLY
Skill Upgrading	YES
ABE/ESOL (in connection with occupational)	YES

Provisions will be made so that in the event a specific need arises for specialized group training, that the WIB will vote to allocate funds (if available) to that specialized training.

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?

GNBWIB has excellent relationships with Bristol Community College (BCC) and the University of Massachusetts, Dartmouth. The WIB is in the process of developing strategic partnerships with them and others that will support group training, particularly in the areas of “green jobs”/weatherization & construction, and ABE/ESOL (with work readiness).

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

The WIB will adhere to its open procurement policies in issuing RFPs as it sees fit. The colleges will be included in discussions around curriculum development in the event there is not an appropriate curriculum available for the desired training programs. The WIB will determine whether there needs to be separate

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development activity by the colleges for these programs. The WIB will further explore the offerings at the vocational technical high schools and has begun discussing with BCC how we might best proceed in developing weatherization training as a credit-worthy course.

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

The expansion of ABE/ESOL and work readiness will be offered as an enhancement to the system through an open procurement (where the RFP will be posted, a bidders conference hosted, and reviewers established to read and rate applications) to provide additional seats for participants that might otherwise have to wait. GNBWIB has a long established Life Long Working Group comprised of many local ABE providers including CBOs, local educational agencies, and institutions of higher education. We expect to fund high quality proposals submitted by a variety of vendors that allow (and potentially broaden) customer choices in program services, locations and schedules.

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?

The GNBWIB plans to use a similar process to that of the procurement process it uses for its In-School and Out-of-school procurements. RFPs and criteria for scoring are being developed and will be issued over the summer. (timeline attached)

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.

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.

Support Services: Yes, services are available to all eligible WIA participants. The services are procured by using Support Services Policy Rev. 3/28/07, and are procured with a Purchase Order Number. New modifications are being proposed (see 14.)

These services are provided if the service is not otherwise available in the area by other providers, including all WIA programs, such as childcare and transportation, unless there

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is an emergency and only until services are reinstated by the Providers and WIA programs in the area.

Each case will be determined on an individual basis, per Center Career Case Managers, based on the participant's needs. The customer needs to be deemed eligible for the program beforehand and documentation must be submitted in a timely manner. Some support services are subject to state and local regulations. Should a need arise, fees will be adjusted; i.e., registration fee.

Should an emergency arise that requires support services not listed, the monetary resolution will be determined on a case by case basis by the Career Center Director.

Needs Related Payments: Once clarified with the state, the local policy will be updated to reflect that \$24,000, for NRPs be set aside, with the provision that the set aside will be reviewed and recapitalized as needed using available funds.

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?

Our internal process allows for new job orders to be posted to MOSES real time, and we have a very timely and effective internal communication system using email that keeps the entire CC staff informed of new job orders and related issues such as imminent mini job recruitments, etc. We also produce a local LMI document that augments State produced LMI that incorporates job ads from local print media. We have a special Break Room BB to keep staff updated on daily changing activities in the CC. We also have a special BB in the lobby to inform customers of new HOT Jobs

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?

The establishment of industry specific expertise among both job developers and the Business Services Team will improve knowledge of industry activities and provide a specific point of contact for related jobs. In addition to the outreach to businesses by the Bus Services Team, the new position of ARRA Business Services Job Specialist will be outreaching to businesses most likely affected by the emerging job markets. These efforts will provide the information to know what jobs are being created so that we can steer training and recruiting efforts toward developing and finding the needed skills.

Priority of Service

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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.

We currently have close working relationships with many agencies whose primary customers are those in most need, and that ensure these customer groups are the highest priority of our efforts. These relationships include Dept. Youth Services (DYS) (partnered in Bridging the Opportunity Gap grant), Dept. of Transitional Assistance (DTA) (ESP provider, we conduct CC orientations at local DTA site, we collaborate with the Skills Start Food Stamp program, partner with other DTA vendors in skills training), Bristol County Sheriffs Dept and the local courts system (We unilaterally established a local re-entry program that has been rewarded by our current management of a State Re-entry grant), we are an active member of the local Homeless Providers Network, we are a partner in the HOPE Collaborative, the local partnership using the Shannon Grant resources, we are a partner with NBPS in their Parenting Teens Program, we are feeder of customers to the many local education providers for ABE/ESOL,

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

Limited: “The Greater New Bedford WIB has determined that WIA Title I training funds are limited and adopts the following income eligibility and priority for intensive services.

- a. If *limited*, how will the local area assure the statutory priority for low-income individuals and recipients of public assistance?

Income eligibility is: 70% LLSIL, 100% LLSIL for those not working and 175% of the poverty level guidelines for those who are working. In addition, priority is given to residents of the Greater New Bedford SDA.

We have also determined that training funds for Adults and Dislocated Workers are limited and priority of intensive services for this customer group is given to residents of or those who work within the Greater New Bedford SDA., except for those using Rapid Response Set-A-Side training funds.

Eligibility criteria:

- be at least 18 years of age,
- be a lawfully admitted permanent resident, alien, asylee, parolee or immigrant authorized by the Attorney General to work, or a naturalized citizen of the USA.
- males born after January 1, 1960 must comply with Selective Service requirements.
- must live or work in the Greater New Bedford Service Delivery Area for at least six months as of the day Career Center Services are sought. ”

In addition, once determined eligible, priority of services is given to veterans (all eligible categories), recipients of public assistance, and then other low income, in that order. Residents of the Greater New Bedford SDA get priority.

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- b. If *not limited*, what criteria were employed in analyzing whether or not funds were limited and describe the points identified in the analysis that led to such a determination?
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.

Veterans self identify at CC registration through a specific question on the registration form. They are immediately assigned to a veteran's representative who establishes Point of Entry preference once the veteran's status is verified through a DD214. The CC implements Veteran Preference in accordance with Workforce Issuance No. 09-02, TEGL 05-03 and from DOL Final Rule - 20CFR part 1010.

While case management services are offered to all Veterans, only those who are in need of intensive services and have significant barriers to employment are case managed by veteran staff. This is determined through the initial assessment process and in accordance with WIA issuance 04-34 and the Desktop Guide for the Veterans' program.

The case management process includes intake, assessment, employment planning, workshops, job development/referrals, supportive services, and referral to training as applicable. MOSES is the documentation medium.

If a veteran is co-enrolled with Title I, the WIA Title I case manager, in conjunction with VET staff, case manages the customer. As the customer completes training and is beginning the job search process, VET staff will more actively work with the customer to secure employment.

Transparency

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

The WIB had conducted a number of multi-stakeholder meetings and has hosted a public forum to receive input on its plans for using ARRA funding. The plan will be available prior to submission to the state for public comment, as it will be posted on the WIB's website. The public will be notified of the posting.

The WIB is planning to develop a dashboard of key data that can be accessed from its web site. In addition, the WIB's e-newsletter will also be used to communicate progress throughout the course of the funding.

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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?

Our RES program processes and procedures are still being developed based on the outcomes of ongoing discussions with DCS and the other workforce partners.

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

Our staff has never been aligned by funding stream but always by function. From the customers' perspective, it is seamless. New RES staff will be fully integrated into the Career Center to include both job development and case management functions. Cross training will occur and existing staff will augment RES services until new staff is fully trained.

Service Components

Career Center Seminar(CCS) / 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.

The RES customer will be notified by DUA letter of the requirement to attend a CCS. Upon entry into the CC registration process they will be scheduled for a CCS and also for a follow on appointment with an RES specialist.

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

We're exploring increased space for additional Career Center training. The space currently under review is either in a trailer or in another building. We anticipate

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scheduling a CCS at least once, daily. We're also scheduling specific CCSs just for RES customers.

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

We plan to use existing staff until new staff is trained.

- a. Is training or different staff needed to effectively present this important part of the program? If yes, do you need assistance?

We definitely need assistance in this area. Local training seminars that provide skills for public speaking, and familiarity with the content and presentation of the CCS material would be very helpful.

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?

Upon registration, participants will be scheduled for a CCS and an appointment with a RES staff that will occur after the CCS. The appointment will provide a rapid "snapshot" assessment and a quick determination of job readiness skills. Based on the results, a Career Action Plan (CAP) will be developed. The CAP will determine where the next step will be, i.e. referral to workshops, job development, or in depth assessment for intensive services and training.

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.

We will use the state's Career Information Service (CIS) and Key Train.

- b. If no, please describe your plan to identify or develop such a tool?

Career Action Plan (CAP)

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

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(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.

We currently use the MOSES CAP process and will continue to do so for the RES program.

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

We currently have in place a Quality Control Specialist for monitoring Case Management files and will make adjustments to her monitoring process and schedule to address RES customer files.

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?

Activities will include a participant’s one-on-one meetings with designated assessment staff, in conjunction with specific assessment tools that include the CIS and Key Train. And where indicated, the DAT will be used for construction related industries. We are open to examining other job specific assessment tools as appropriate.

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

The customer receives education/information during the CCS about types and availability of training, their own interests, an in-depth assessment to determine abilities and areas of interest, and current labor market information to help guide customer choice.

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?

The “job ready” status of each participant is determined during an initial assessment.

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

We will add to our current schedule of both CCS and workshops based on our ability to attain additional space. Currently examining lease of portable classrooms to place on site of the CC in New Bedford. Increasing availability of workshops/CCS is totally dependent on obtaining additional space. Additional space in Wareham has already been obtained.

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

This is covered in a macro level during the CCS and in our Welcome Sessions (a shorter version of the CCS). Also, each case manager discussed this in detail to all customers determined eligible for training and who have expressed a desire to get training.

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?

We refer to Title I intake and eligibility to determine enrollment/co-enrollment in WIA.

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

They will be cross trained by shadowing existing staff.

Job Match, Job Development, Job Referral and Job Placement

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?

The industry specific job developers and Business Services Staff will work closely with the RES staff. RES staff will get job posting info at the same time as everyone else. RES staff will participate in the weekly Business Services/Job Developers meetings (already a current process), and with the weekly Case Manager Conferences (already a current process).

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

See Question #17

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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.

We currently use the MOSES alert system to generate a weekly report to case managers regarding contact with their customers. We will use this same process for the RES customers. These reports are distributed to the case managers and their supervisors and they are given a specific time frame to address the alerts.

Contact will also be maintained with the business customers through ongoing surveys and outreach to assess needs and determine vacancies. This will occur through a newly developed Business Services Team consisting of WIB and CC staff.

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.

See Question #19

Data system

Currently, we use the Massachusetts One Stop Employment System (MOSES) to maintain and track individual career center members/participants that are WIA eligible. The system is capable of identifying and disaggregating participant data. The state has recently made modification to MOSES that support disaggregation of Economic Stimulus participants from other participant data.

Implementing Changes to Reporting

Any changes to the reporting structure to meet new requirements will be coordinated closely with the state. Templates will be incorporated as needed. There does not seem to be major changes to how accounting functions are currently performed.

Report submission

We currently submit summary aggregate data in the form of Financial Status Reports within 15 days following the end of the month. If there is to be an accelerated timeline, it will require us to adjust staffing patterns and allocate more hours to these activities to

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accommodate a 10 day time frame to satisfy Recovery.gov requirements. We will also discuss these new requirements with vendors and other partners to ensure understanding. Contracts may be adjusted/amended as needed.