

WORKFORCE

COMPETITIVENESS TRUST FUND

ANNUAL REPORT



2019

SUBMITTED TO THE
LEGISLATURE BY

**COMMONWEALTH
CORPORATION**
Building skills for a strong economy.



DATE ISSUED:
12/31/2019

ON BEHALF OF



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND
WORKFORCE DEVELOPMENT

Welcome.

The Massachusetts economy continues to hum along with statewide unemployment tracking at ~3% throughout 2019 and more people joining the workforce each day. Nationally, wage growth trends look more positive recently. At the same time, we know that hidden within these statistics and other measures is the reality that significant workforce needs exist in all corners of the Commonwealth. Although these needs look different from Boston to the Berkshires, the Workforce Competitiveness Trust Fund (WCTF) provides an avenue to improve the competitive stature of all businesses by improving the skills of current and future workers while improving access to well-paying jobs and long-term career success for all Massachusetts residents, especially those who experience structural, social, and educational barriers to employment success.

This year, we had the honor of awarding the first 18 Senator Kenneth J. Donnelly Workforce Success Grants, as increased funding has enabled us to grow the capacity of programs funded through the WCTF. As of 2018, these programs were renamed in honor of the legacy of the late Senator, who was a steadfast champion of promoting workforce opportunities in the Commonwealth, especially for people who might lack a pathway to economic stability.

In tandem with the Learn to Earn Initiative, we have continued our work to improve access for individuals affected by trauma and other barriers to work such as incarceration, recovery of substance use, and hidden disabilities. Our grantees are powered by local partnerships who possess deep expertise in their region and aim to uplift people of all backgrounds, whether they have a HiSET (High School Equivalency Test) and are looking for an entry point into a solid job with benefits or are a career changer seeking to switch to a healthcare profession with good prospects for upward mobility.

Thank you for your strong support of the WCTF, which has directly benefitted over 1,500 jobseekers and 600 employers since 2013. Together, we are promoting a more business-friendly and worker-ready environment. Your confidence in the WCTF model enables community organizations to sustain effective partnerships with local businesses and the public workforce system while building new relationships and incorporating more equitable practices into their programs. Each successive year of funding builds upon one another and enables us to reach all corners of the Commonwealth while deepening our engagement with the communities that need it most.

As we move forward, we are excited to make additional awards with the FY20 allocation, including supporting the recommendations of the Black Advisory Commission and Latino Advisory Commission through contextualized English for Speakers of Other Languages services alongside new investments in sector programs. We also plan to fund programs with successful track records through the 5% transfer from the Workforce Training Fund by building upon prior efforts involving performance-based payment for services.

Content.

INTRODUCTION	01
SUMMARY	03
FY19 APPROPRIATION, SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS 2019-2022	07
FY17 APPROPRIATION, SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS 2017-2019	11
LEARN TO EARN INITIATIVE, FY18 AND FY19 APPROPRIATIONS	15
COMMONWEALTH CORPORATION PROGRAM MANAGEMENT AND TECHNICAL ASSISTANCE	21
APPENDICES	
APPENDIX 1: DETAILS OF FY19 APPROPRIATION FOR SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS	24
APPENDIX 2: DETAILS OF FY17 APPROPRIATION FOR SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS	31
APPENDIX 3: LEARN TO EARN GRANT DETAILS	33

Summary

ABOUT US

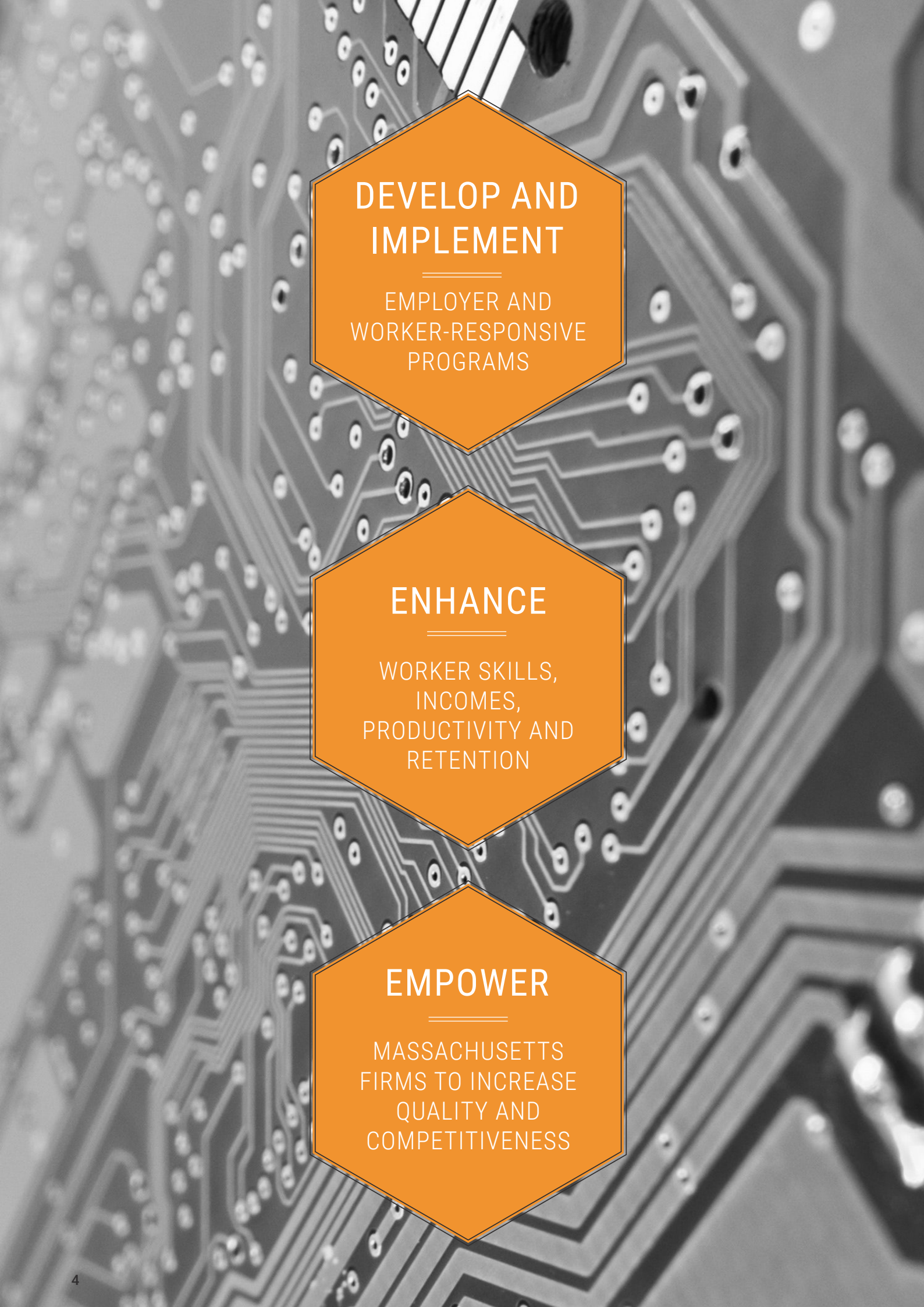
The Workforce Competitiveness Trust Fund (WCTF) was established through economic stimulus legislation passed by the Massachusetts legislature in 2006. The WCTF invests in demand-driven programs designed by industry sector partnerships that train and place unemployed and underemployed workers. The purpose of the Fund is to support the development and implementation of employer and worker-responsive programs to enhance worker skills, incomes, productivity, and retention and to increase the quality and competitiveness of Massachusetts firms.

WCTF programs serve people across the Commonwealth whose life experiences and circumstances make it difficult for them to succeed in employment without targeted support. They include individuals who are underemployed and rely on aid from public benefits to support their families, individuals who have been disconnected from the workforce for a long period, and people who have not been able to complete formal schooling. Other participants may face barriers to work due in part to not speaking English as their first language, past involvement with the criminal justice system, or health problems such as a disability or substance use history.

This report provides information on the progress to date of the Workforce Competitiveness Trust Fund FY'17 Appropriation (2017-2019) and FY'19 Appropriation (2019-2022) grant programs. This report does not include final outcomes for previous rounds of funding awarded under the WCTF, which we have reported in previous annual progress reports. This report also provides information on two rounds of the Learn to Earn Initiative (LTE) –FY'18 Appropriation and FY'19 Appropriation.

WCTF GRANTS AWARDED IN FY19

The Fiscal Year 2019 state budget appropriated \$5 million in funds to the WCTF. In March 2019, Commonwealth Corporation, on behalf of the Executive Office of Labor and Workforce Development, issued a Request for Proposals (RFP) seeking applications from regional partnerships to implement training and placement or training and advancement programs in health care, information technology (IT) and other specific occupational priorities that have been identified through the Regional Workforce Skills Planning Initiative regional blueprint process. Forty organizations submitted proposals totaling \$9.42 million. In September 2019, Commonwealth Corporation awarded a total of \$4,216,399.96 (\$4.15M in FY'19 Appropriation funding and \$66,399.96 in recaptured WCTF FY'16 funding) to 18 organizations in Massachusetts. All grant activity is scheduled to conclude as of June 30, 2022. **More details about this round of funding are included in Part 1 of this report. A list of all Senator Kenneth J. Donnelly Workforce Success grants made during this round is included in Appendix 1.**



DEVELOP AND IMPLEMENT

EMPLOYER AND
WORKER-RESPONSIVE
PROGRAMS

ENHANCE

WORKER SKILLS,
INCOMES,
PRODUCTIVITY AND
RETENTION

EMPOWER

MASSACHUSETTS
FIRMS TO INCREASE
QUALITY AND
COMPETITIVENESS

This year, we also engaged the Strada Education Network to seed the formation of a Massachusetts system of digitally-enabled, lifelong learning. Based on a directional blueprint from [a report](#) released by the Governor's Commission on [Digital Innovation and Lifelong Learning](#), we are leveraging \$250,000 from the WCTF to accelerate the launch of three digitally enabled competency-based pilot programs. In collaboration with additional investments from Strada, we will fund the design and establishment of 3 pilots established by collaborative partners statewide. We released a Request for Qualifications in June 2019 and anticipate launching a six-month-long program design phase with selected grantees in January 2020. More details about these funds will be available in 2020.



LEARN TO EARN GRANTS OPERATING IN FY19

For the first time in Fiscal Year 2018 the state budget included a line item for Learn to Earn with an option to transfer some of these funds to the Workforce Competitiveness Trust Fund. Governor Baker and Lt. Governor Karen Polito originally created the Learn to Earn Initiative in their FY'18 Budget proposal, seeking to support individuals who are receiving assistance from public benefit programs in gaining and retaining employment in occupations for which employers have persistent demand. The Fiscal Year 2018 state budget appropriated \$1 million in funds to a new Learn to Earn line item and \$1 million in funds to the WCTF (line items 7002-1080 and 7002-1075). The Executive Office of Labor and Workforce Development directed Commonwealth Corporation to allocate the WCTF FY'18 funds toward the LTE Initiative. In August 2017, Commonwealth Corporation issued a Learn to Earn Initiative Request for Qualifications (LTE RFQ) on behalf of the Executive Offices of Labor and Workforce Development, Education, Health and Human Services, and Housing and Economic Development. Representatives of these Secretariats formed an Interagency Workgroup that provides oversight for the LTE initiative.

In December 2017, Commonwealth Corporation awarded a total of \$111,747 to five partnerships to fund Program Design Phase activities from January 2018 through April 2018. All five partnerships successfully completed the Program Design Phase, submitted strong implementation plans, and started operating their programs during the summer of 2018. In total, the five partnerships were awarded an additional \$1,537,690 to implement their programs over approximately two years. All grant activity is scheduled to conclude by September 30, 2020.

The Fiscal Year 2019 state budget appropriated additional funding to the Learn to Earn line item and the steering committee asked Commonwealth Corporation to support program design and implementation for two new pilots that have an explicit focus on serving people with disabilities who receive public assistance supports. The LTE Steering Committee and Commonwealth Corporation received eight proposals



“The opportunity we have in Fall River to create jobs is enormous. We could hire a hundred people, and potentially hundreds, with the right skill sets right away if they were available. This job program is so important to this city and to us as a company-- without it this business would go somewhere else.”

- Charlie Merrow, CEO at Merrow Manufacturing & Sewing Machine Co.

and awarded \$50,000 in Program Design grant awards to two partnerships. After engaging in approximately three months of planning and partnership building activities throughout the late Spring and summer, each partnership was awarded an Implementation grant of up to 2 years for an additional total of ~\$600,000. We have begun to increase support of on-going programs in their efforts to ensure program and employment retention through additional tools and resources to address participant barriers and ensure they can access work while supporting the needs of their family. **More details about Learn to Earn are included in Part 3 of this report. A list of LTE grants is included in Appendix 3.**

WCTF GRANTS CLOSED IN FY19

The Fiscal Year 2017 state budget appropriated \$450,000 to the WCTF. In December 2016, on behalf of the Executive Office of Labor and Workforce Development, Commonwealth Corporation issued a Request for Qualifications (RFQ) for partnerships to work with Commonwealth Corporation for a duration of three (3) months to design an occupationally-specific training and placement program that would support individuals who have limited or no attachment to the labor force in making a successful transition to employment in an occupation that is in demand by local employers. This RFQ sought applications from partnerships that demonstrated experience working with the populations identified by Governor Baker’s Economic Opportunity Task Force as experiencing chronically high rates of unemployment, including African-Americans, Latinos, Native Americans, persons with disabilities, and Gulf War Era II Veterans.

In April 2017, on behalf of the Executive Office of Labor and Workforce Development, Commonwealth Corporation awarded a total of \$44,503.16 in WCTF FY’17 funds to two organizations. Funding from the Health Care Workforce Transformation Fund supported grants to six additional partnerships. All eight programs successfully completed the Program Design Phase in June 2017 and were awarded implementation grants. The two organizations supported with WCTF program design funds were awarded an additional \$405,496.84 to implement their programs. All grant activity concluded on June 30, 2019. **More details about this round of funding are included in Part 2 of this report. A list of the Senator Kenneth J. Donnelly Workforce Success grants made during this round is included in Appendix 2.**

FY19 Appropriation

PURPOSE

The Workforce Competitiveness Trust Fund (WCTF) FY'19 Appropriation is designed to fund training and placement or training and advancement programs in health care, information technology (IT) and other specific occupational priorities that have been identified through the Regional Workforce Skills Planning Initiative regional blueprint process. Seventeen grantees will deliver cohort-based, occupationally focused training and placement programs to unemployed and/or underemployed individuals

OVERVIEW OF INVESTMENTS



NUMBER OF
GRANTEES

18



AMOUNT
AWARDED

\$4,216,399.96



COMMITTED EMPLOYER
PARTNERS

64



PROJECTED AVERAGE
STARTING WAGES
AT PLACEMENT ACROSS
ALL PROJECTS

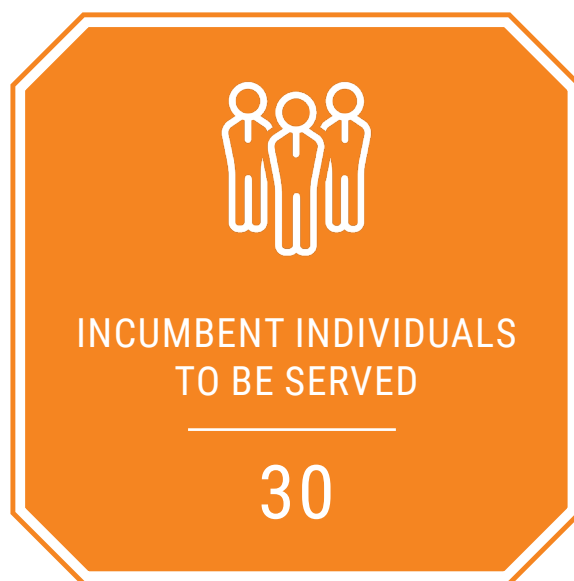
\$13.50-\$33.00

Senator Kenneth J. Donnelly

Workforce Success Grants 2019-2022

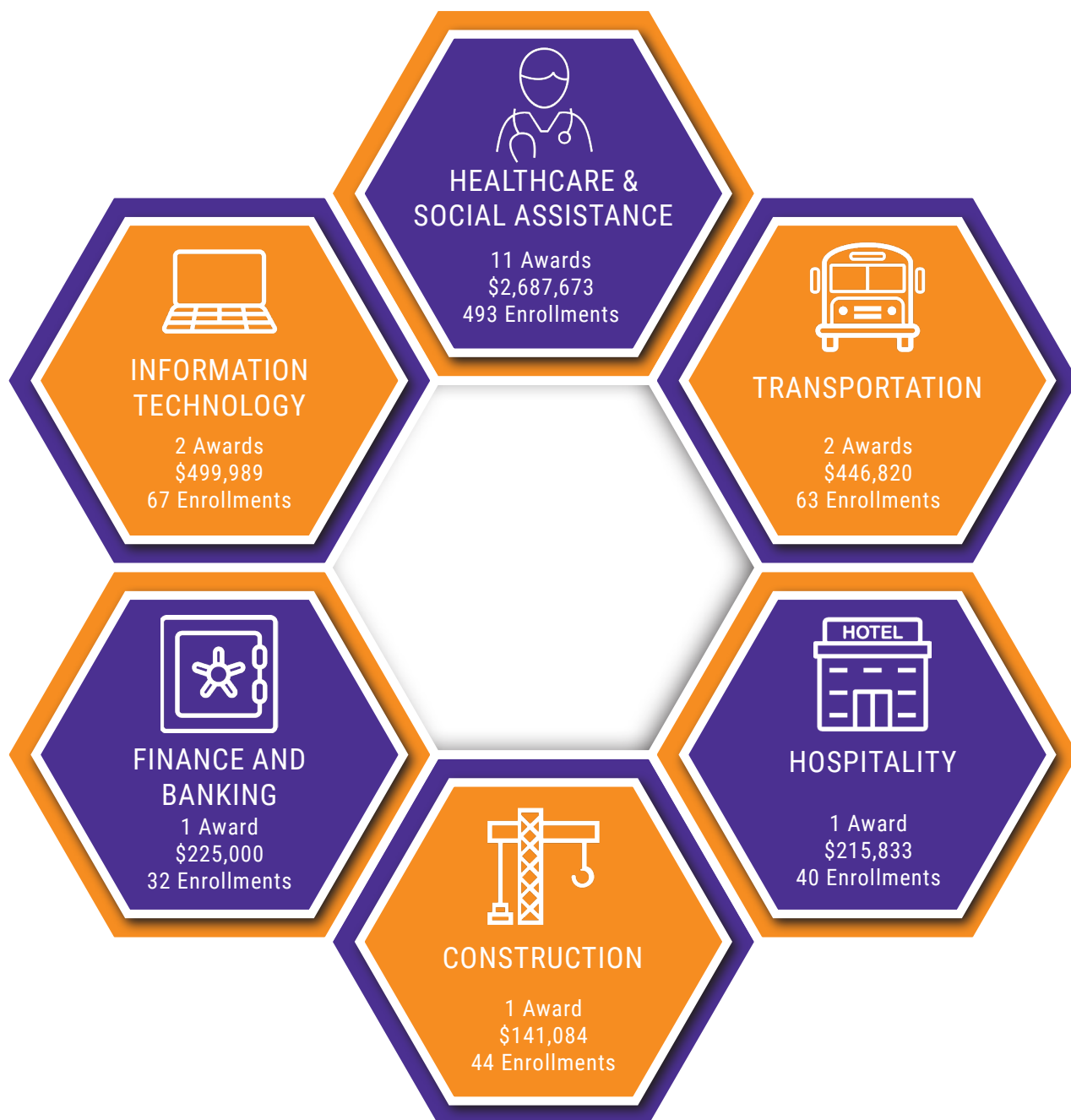
with a goal to place them in unsubsidized employment in the target occupation upon completion of training. We have set a target wage floor of \$13.50 per hour. One grantee is providing advancement opportunities for entry-level workers at their current employer in healthcare with a goal to prepare them for advancement within their employer into a target occupation that pays at least \$2 more per hour and is full-time.

SEPTEMBER 2019—JUNE 2022



AWARDS BY SECTOR

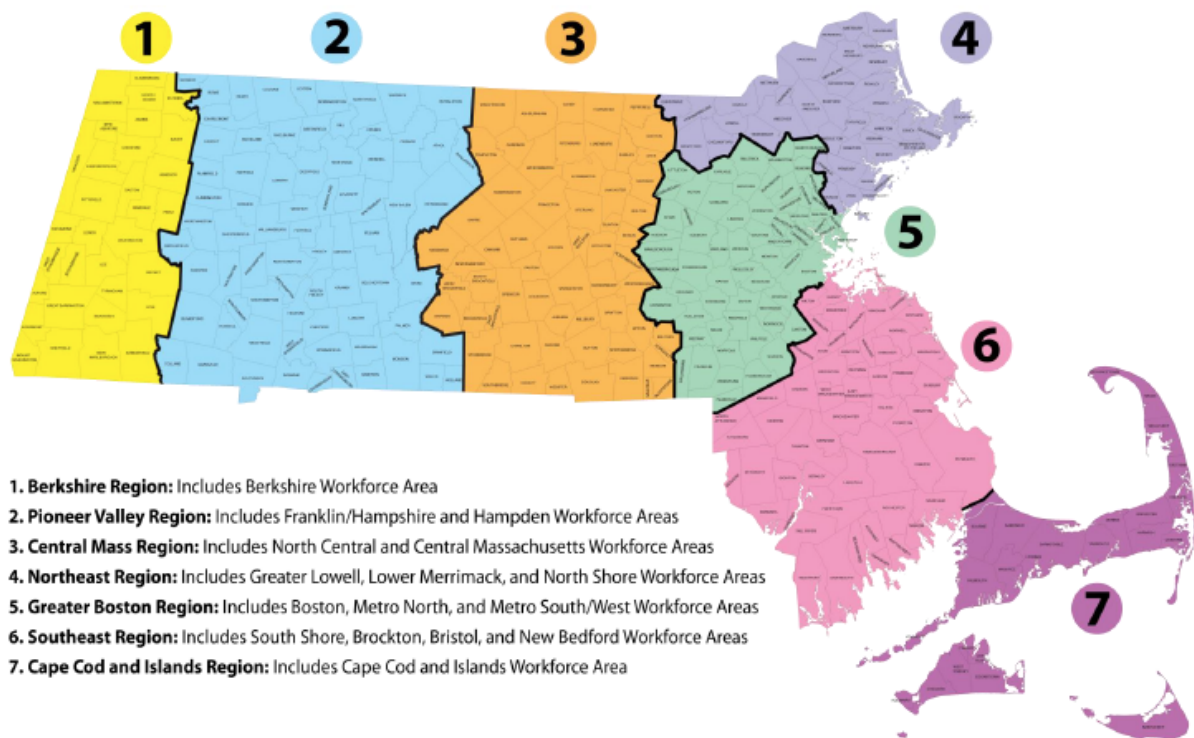
In September 2019, Commonwealth Corporation awarded a total of \$4,216,399.96 to 18 organizations in Massachusetts. The enabling statute for the Workforce Competitiveness Trust Fund established a minimum requirement of 30% match. Grantees committed more than \$1.3M in matching funds or 30% of the total amount of grant funds. Grant investments supported programs in the following industries:



AWARDS BY REGION

- 1 Berkshire:** 1 award, \$218,750
- 2 Pioneer Valley:** 3 awards, \$749,964
- 3 Central:** 1 award, \$249,527
- 4 Northeast:** 2 awards, \$507,078
- 5 Greater Boston:** 9 awards, \$2,124,997
- 6 Southeast:** 1 award, \$225,000
- 7 Cape Cod & Islands:** 1 award, \$141,084

Regional Structure – Workforce Skills Cabinet Planning Regions



FY17 Appropriation

OVERVIEW OF INVESTMENTS APRIL 2017–JUNE 2019



AWARDS BY SECTOR

In April 2017, on behalf of the Executive Office of Labor and Workforce Development, Commonwealth Corporation awarded a total of \$44,503 to two organizations in Massachusetts through the WCTF FY'17 Appropriation grant program. The two organizations awarded WCTF program design funds were awarded an additional \$405,497 to implement their programs. In compliance with the statutory match requirements, the two grantees contributed at least 30% in matching funds for a total of \$135,334.77.

Throughout the two years, the two grantees joined six healthcare-focused partnerships in a learning community collectively aimed at addressing goals outlined in the Economic Opportunity Task Force, which included providing support services, training, and job placement programs that meet the needs of members of populations facing chronic unemployment. These populations include African Americans/Blacks, Hispanics/Latinos, Native Americans, persons with disabilities, and Gulf War Era II Veterans. Ultimately, participants entered the programs with an average of 29 months of unemployment and 31% of participants reported having “never worked.” Grant investments are supporting programs in the following industries:

- » 1 Manufacturing Project (Southeast Region): \$225,000
- » 1 Construction Project (Northeast Region): \$225,000

Senator Kenneth J. Donnelly Workforce Success Grants 2017-2019

FINAL PERFORMANCE



- » The average hourly placement wage for each program ranges from \$11.69 to \$23.24. Many of these placements occurred prior to statewide minimum wage increases.
- » 26 unique employers hired a job seeker who participated in this round of funding.



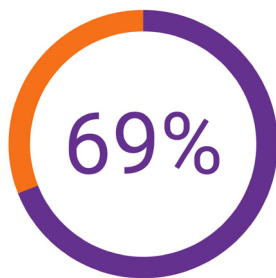
"I made some mistakes in the past, but this was an opportunity that I could not pass up. I gained some skills that will help me to continue to move forward."

-WCTF Participant

DEMOGRAPHIC OVERVIEW



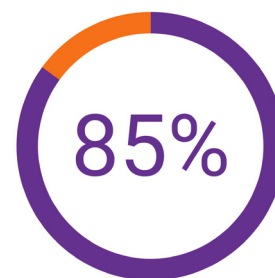
RACIAL/ETHNIC
MINORITIES



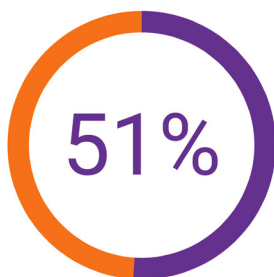
FEMALE



FROM LOW-INCOME
HOUSEHOLDS



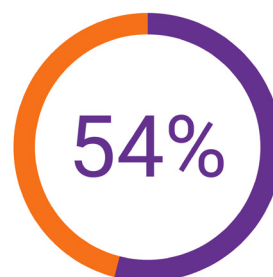
HAD HIGH SCHOOL
DIPLOMA OR LESS



WERE RECEIVING PUBLIC
ASSISTANCE AT TIME OF
ENROLLMENT

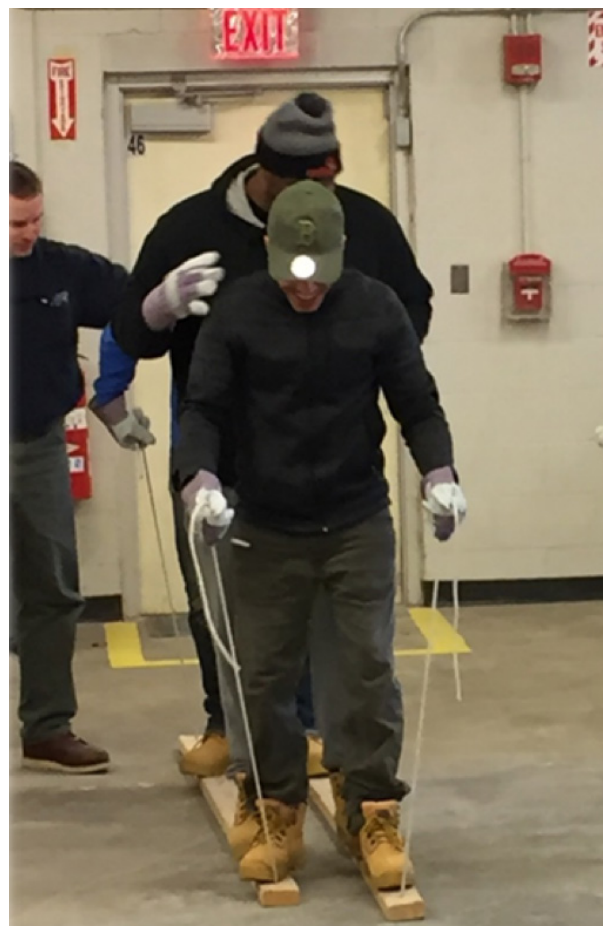


NOT BORN IN THE
U.S.



SPOKE A
LANGUAGE OTHER
THAN ENGLISH AS
FIRST LANGUAGE

Note: The Massachusetts Chapter of Associated Builders and Contractors submitted an application in response to the WCTF FY'17 RFQ. While this proposal did not make it into the final list of awardees, the review team and EOLWD recommended a small grant award to further develop their program design with the technical assistance of Commonwealth Corporation. In January of 2018, they subsequently received \$137,288 to implement their six-month Apprenticeship Preparedness Program to prepare low-income, underrepresented individuals for apprenticeships in the building trades at ABCMA employer partners. Performance data is tracked separately from the two grants above. Overall, the program enrolled 32 and graduated 28 individuals. 15 were placed in permanent positions at an average hourly wage of \$17.10. This program provided ample opportunities for learning about non-union construction occupations and helps inform future grant-making activities in this area.





“The RECP program has proven to be an important resource for returning citizens as they work to get their lives back on track. Resources committed by our partners in Government at the state level have allowed for creative use of funds locally that will have a lasting impact in the lives of these program participants and their families.”

- MassHire Merrimack Valley Workforce Board
Executive Director Abel Vargas

Local and state officials joined Lt. Gov. Karyn Polito and Secretary of Labor and Workforce Development Rosalin Acosta, CommCorp staff, MassHire partners and First Student Inc. workers at First Student Inc. in Marlborough on Thursday, Sept. 26 for the announcement of the first-ever round of Senator Kenneth J. Donnelly Workforce Success Grants for FY19 through the Workforce Competitiveness Trust Fund.



FY18-19 Appropriation

OVERVIEW OF FY18 INVESTMENTS



FY18 AWARDS BY SECTOR AND REGION

In December 2017, on behalf of the Steering Committee, Commonwealth Corporation awarded a total of \$111,747 to five partnerships in Massachusetts to fund Program Design Phase activities from January 2018 through April 2018 (30 organizations applied). All five partnerships successfully completed the Program Design Phase, submitted strong implementation plans, and have since started operating their programs. Overall, the five partnerships were awarded an additional \$1,537,690 to implement their programs over two years. All grant activity is scheduled to conclude

Learn to Earn Initiative

JANUARY 2018–SEPTEMBER 2020



by September 30, 2020. In compliance with the match requirements established in the enabling statute for the Workforce Competitiveness Trust Fund, grantees have committed 30% in matching funds (\$462,666). Grant investments are supporting programs in the following industries:

- » 1 Manufacturing Project (Northeast Region): \$330,000
- » 2 Health Care Projects (Pioneer Valley and Central Regions): \$643,144
- » 2 Food Services Projects (Greater Boston and Northeast Regions): \$659,996

FY18 PROGRAM DESIGN PHASE

Commonwealth Corporation engaged the five grantees in a program design learning community from January 2018 through April 2018. The objective was to help the grantees build stronger training and placement program capacity to serve participant populations with a higher concentration of barriers to work associated with the receipt of public assistance and low economic stability.

Now in the Implementation Phase, this learning community continues to serve as a forum for collaborative learning about common issues facing individuals who are receiving public assistance, for the delivery of technical assistance to grantees to support their development of a cohort-based, occupationally-specific program that is designed and managed by regional industry sector partnerships, and for providing opportunities for grantees to learn from one another's expertise and subject matter experts. Grantees have been enthusiastic contributors to this group and have shared positive feedback about the experience and engaging directly with multiple state agencies.

PROGRESS AS OF SEPTEMBER 30, 2019

As of September 30, 2019, the FY18 LTE grantees have collectively produced the following outcomes (grant activity will continue until September 2020; some individuals still enrolled in training and/or job search):



152
UN/UNDEREMPLOYED
ENROLLED IN TRAINING



85
UN/UNDEREMPLOYED
COMPLETED TRAINING



39
UN/UNDEREMPLOYED
PLACED IN JOB



\$15.96
AVERAGE WAGE FOR
ALL PARTICIPANTS



\$13.33-19.73
AVERAGE HOURLY
PLACEMENT RANGE



23
UNIQUE EMPLOYERS
HIRED A JOBSEEKER



"There's a huge shortage in drivers. If we don't fill these jobs, we're in trouble."

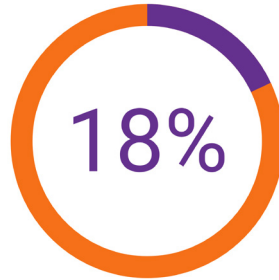
—Jimmy Donovan,
Training Director,
Teamsters Local 25

DEMOGRAPHIC OVERVIEW

INCOME AND PUBLIC BENEFITS



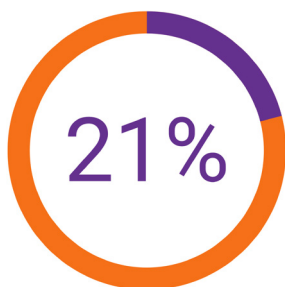
LOW-INCOME
AND/OR RECEIVING
PUBLIC ASSISTANCE



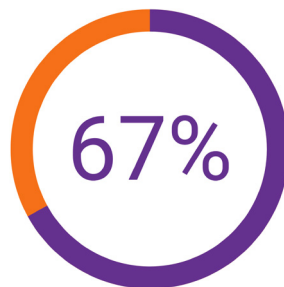
RECEIVING TAFDC



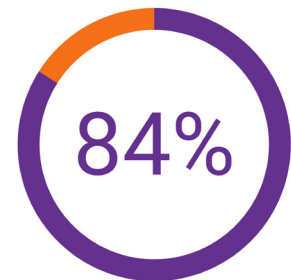
RECEIVING
SUBSIDIZED
CHILD CARE



RECEIVING
SUBSIDIZED
HOUSING

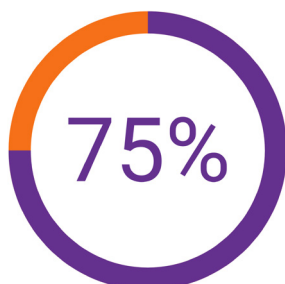


RECEIVING SNAP

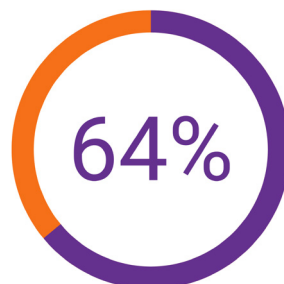


RECEIVING
MASSHEALTH

PERSONAL CHARACTERISTICS



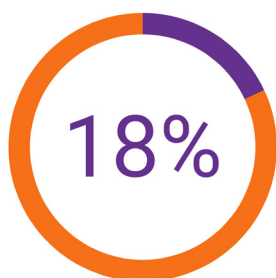
RACIAL/ETHNIC
MINORITIES



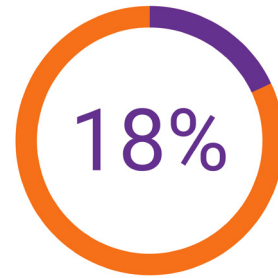
FEMALE



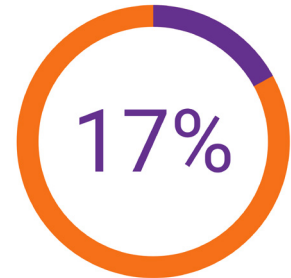
HIGH SCHOOL
DIPLOMA OR LESS



NOT BORN
IN THE U.S.



SPEAK LANGUAGE
OTHER THAN ENGLISH
AS 1ST LANGUAGE



SELF-REPORTED
HAVING DISABILITY

OVERVIEW OF FY19 INVESTMENTS



FY19 AWARDS BY SECTOR AND REGION

In April 2019, on behalf of the Steering Committee, Commonwealth Corporation awarded a total of \$50,000 to two partnerships in Massachusetts to fund Program Design Phase activities from April 2019 through July 2019 (8 organizations applied). Both partnerships successfully completed the Program Design Phase, submitted strong implementation plans, and started their first cohorts in October 2019 after being awarded an additional \$600,000 to implement their programs over two years. All grant activity is scheduled to conclude by September 30, 2021. In compliance with the match requirements established in the enabling statute for the Workforce Competitiveness Trust Fund, grantees have committed 30% in matching funds (\$180,000). Grant investments are supporting programs in the following industries:

- » 1 Food Service Project (Central Region): \$325,000
- » 1 Food Services Project (Greater Boston): \$325,000

APRIL 2019-SEPTEMBER 2021



FY19 PROGRAM DESIGN PHASE HIGHLIGHT

In collaboration with the Massachusetts Rehabilitation Commission, the LTE Steering Committee supported additional pilot programs that have an explicit focus on persons with disabilities while continuing to deepen the impact of our current programming. We continued to build upon the learning from our previous rounds of program design activities. Through these engagements, CommCorp staff have developed a learning community that

includes several members of different state agency partners such as the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, Department of Housing and Community Development, and the Executive Office of Education.



During an initial convening, the CommCorp staff featured a workshop facilitated by Work Without Limits, an initiative out of the UMass Medical School that aims to increase the employment of people with disabilities through employer engagement, training, consulting, and benefits counseling. At the meeting, Bonnie Rivers, director of employer relations at Work Without Limits, facilitated a session called "Pick A Disability." This activity is geared toward increasing understanding of the assets and barriers associated with different forms of disability, while highlighting common misconceptions and assumptions. Attendees appreciated the opportunity to reflect on personal and professional experiences as well as how to better serve these populations. Both partnerships started their first cohorts this fall, and we look forward to continued learning over the next two years. We will report on initial program completion and job placement outcomes in next year's report.

Program Management

Commonwealth Corporation continues to support efforts to build regional sector partnerships and career pathways by designing and facilitating learning communities, sharing best practices and other capacity-building efforts.

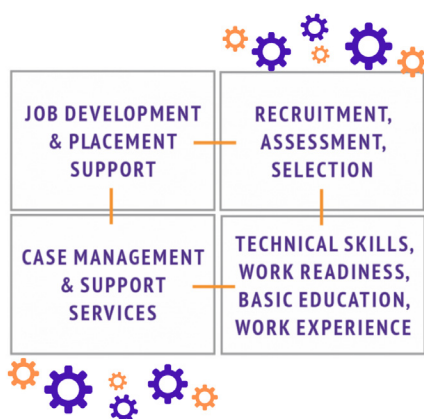
Staff from Commonwealth Corporation employ several approaches to support current grantees and ensure that they accomplish their enrollment, placement and retention goals, ultimately meeting the employment needs of program participants and regional businesses.



Individualized Technical Assistance: Commonwealth Corporation provides one-on-one technical assistance to project managers and staff from the organizations that are serving as project leads for their partnership. Commonwealth Corporation staff provides this support via phone, email and site visits.

Learning Community: Commonwealth Corporation hosts quarterly meetings of the project managers for each of the grants. These meetings provide opportunities for project managers to learn from one another through joint problem solving and sharing best practices, tools, resources, and strategies. We have convened numerous in-person and virtual meetings for partnerships across the Commonwealth. Meeting topics are relevant to grantee needs and have included topics such as trauma-informed practices and employer engagement strategies. For example, grantees heard from Julianne Flynn (Department of Mental Health) about how to incorporate trauma-informed practices into their service delivery to better support job seekers to persist in training and retain employment. Earlier this year, Raija Vaisanen (Massachusetts Workforce Association) presented about incorporating incentives to promote financial stability. We continue to invite guest presenters to these meetings, including collaborations with state partners such as the Executive Office of Education, Department of

Transitional Assistance, and Department of Housing and Community Development, who often join our meetings in order to share their expertise and hear about the on-the-ground experiences of our grantees. We plan to continue convening grantees from continuing rounds of funding in 2020.



Grantee Database and Performance Dashboard: Commonwealth Corporation provides a database for grantees to report on participant demographics, training activity and employment-related outcomes. Commonwealth Corporation provides grantees with

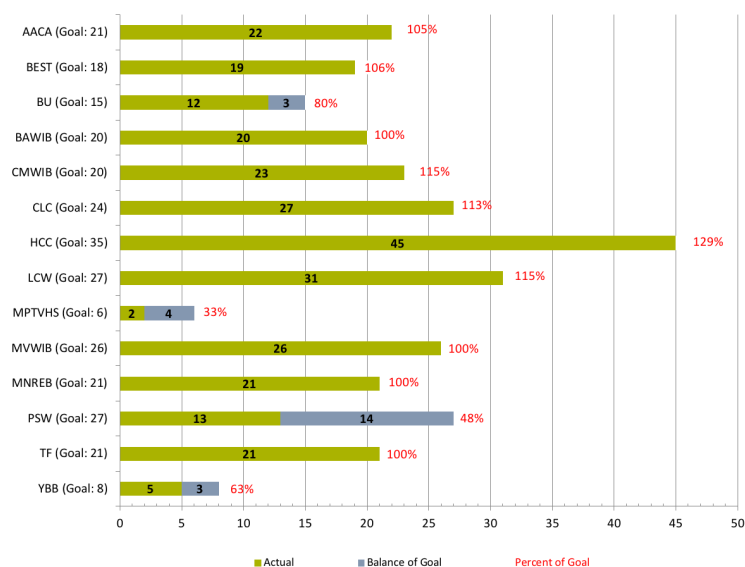
& Technical Assistance

initial training to use the database, follow-up sessions to discuss data use and reporting features, and provides one-on-one assistance to project coordinators by request.

In order to track progress toward meeting cumulative performance goals, Commonwealth Corporation uses a dashboard to highlight each indicator and each grantee's progress in meeting their quarterly goal for each indicator. We update this dashboard on a quarterly basis and use it as a program management tool to identify concerns and focus technical assistance resources. We also share this tool with grantees.

Job Placement with 30-Day Retention

76% Placement Rate (% of Enrollees Placed in Employment)



The dashboard helps us, along with staff at the partnerships, focus on where the program is not being effective in supporting participants' progress. The graph above is an example of one section from our Final WCTF FY'16 Senator Kenneth J. Donnelly Workforce Success Grants Dashboard.

Quarterly Reviews: Each grantee is required to submit a quarterly narrative report to Commonwealth Corporation, in addition to updating participant level data in the database. A team of Commonwealth Corporation staff working with WCTF grantees convenes quarterly to review the quarterly reports, performance and expenditure data. The team plans technical assistance or intervenes to address concerns with any programs that are not on track.

Supporting Policy Change and Systems-Level Approaches: In the last few years, as we have experienced a tighter labor market, our grantees have all shared experiences of having a more difficult time recruiting individuals to participate in training programs. This is not due to a lack of individuals in need of training and job placement, but rather that the individuals that need these services are likely not engaged in the labor force or connected to organizations that our grantees have traditionally relied on as recruitment sources. While grantees have still been successful in identifying enough appropriate candidates for their training programs, they have had to put even more effort into this process and have needed to build new relationships with organizations that may have better access to these individuals. Our funding levels have increased to reflect these realities and we have made new investments in building regional capacity to address the barriers to work faced by these target populations such as the long-term unemployed and people of color.

While grantees have been working locally to develop new recruitment and referral relationships, Commonwealth Corporation has also engaged at the state level with partner agencies to identify opportunities to ensure and support local agency connections. Last year we discussed the growth in our partnership with DTA. Additionally, Commonwealth Corporation and the Interagency Workgroup have worked closely together through the LTE initiative, providing support to grantees and identifying policy implications of common issues facing individuals who are receiving public benefits and are attempting to transition to work or increase their income through additional hours of work or higher-level employment. We have been encouraged to see recent changes in childcare and transitional assistance rules and regulations. Moving forward, our grantees will continue to pressure test new innovations such as a tool to better predict the impact of work on public benefits receipt.

Field Capacity Building: Commonwealth Corporation continues to get traction from the Sector Program Design Approach tool, which outlines the 10 major steps necessary to design a sector strategy program design. We have also developed additional tools in this series to support organizations in establishing a partnership and ensuring they have all the partners necessary for a sector program to be successful. These include an Employer Engagement Assessment tool and Building Your Employer Engagement Strategy: Determining Employer/Business Needs and Assets. We have found these tools useful during program design sessions with multiple funding streams such as the Reentry Workforce Development Demonstration Program and Learn to Earn.

Building Your Employer Engagement Strategy: Determining Employer/Business Needs and Assets

Just as in a job search, finding the right candidate with the right set of skills and interests, business partners come in all shapes and sizes with a range of interests, skills, and experience. Each business partner, in addition to the competencies and experience they bring, has a motivation for involvement. In order to effectively engage your business partner, you need to know who they are, what they can bring to the project and why.

What do you want to know about your business partner?
And...how do you find out this information?

ASK THEM.....
 Initial interviews with business partners, phone calls, emails, social media, etc.
 Ask your professional colleagues
 Invite business partners to a partnership meeting to discuss your needs

What should you know about your business partner to help you build your employer engagement strategy?

Name: _____ Address: _____
 Business: _____ Job Title: _____
 Phone: _____

1. Previous work experiences and job history
2. Do they have any front line experience?
3. Education/Training
4. What skills do they have?
5. What experience do they have in the field?
6. Was it a positive or negative experience?

SECTOR PROGRAM DESIGN APPROACH

PRE-DESIGN PHASE - STEPS 1-5

STEP 1: Identify demand - select an occupation to target for program development.

1. Develop a profile of the population you want to serve.
2. Identify some occupations that might match your population's profile.
3. Determine whether there are regional vacancies for any of those occupations.
4. Select a target occupation for further exploration - talk with employers about their vacancies and specific entry requirements and work conditions.
5. Revisit and confirm that the occupation's requirements match your target population's profile.
6. Repeat until you have a match.

When STEP 1 is complete, you should have identified a target occupation that:

- has skill and work requirements that are potential matches with the needs and characteristics of your population and are attainable within a reasonable training period
- has sufficient demand (now and for the next two to three years) in your region to make it worthwhile to develop program capacity
- has no requirements that will present an insurmountable barrier for your population
- has future upward mobility or career pathway potential.

NOTES _____

STEP 2: Assess regional training and placement capacity for the target occupation.

Answer this question: Is there any other organization in the region that is already successfully preparing and placing your population in your target occupation?

IF YES
 Develop a referral relationship. Determine why your population is not currently getting access to the program and develop a strategy to address this issue.

IF NO
 Proceed with program development.

STEP 3: Recruit business partners.

Answer this question: Can you identify decision makers at a minimum of three local businesses who:

- are having difficulty filling vacancies in your target occupation
- collectively have more than sufficient vacancies in the target occupation to make it worthwhile to develop a program

IF YES → Proceed with program development.

NOTES _____

Appendices

APPENDIX 1: DETAILS OF FY'19 APPROPRIATION FOR SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS

The following partnerships are recipients of Senator Kenneth J. Donnelly Workforce Success Grants for the WCTF FY'19 Appropriation. This information is based on original grant awards and proposed enrollment and placement goals negotiated at the start of their contracts in 2019. As such, these data may differ slightly from previously published or rounded figures.

Grant Details: Berkshire Region

MassHire Berkshire Workforce Board

Cities: Pittsfield and surrounding towns

Amount: \$218,750

Sector: Healthcare – Certified Nursing Assistant

Proposed # Unemployed Served: 70

Proposed # of Job Placements: 52

Proposed Average Hourly Wage at Placement: \$13.50

Employer Partners: Berkshire Health Systems, Berkshire Healthcare Systems, Berkshire Health Systems, MassHire Berkshire Workforce Board, MassHire Berkshire Career Center, Berkshire Community College, Pittsfield Public Schools

Other Partners: McCann Technical School, Massachusetts College of Liberal Arts, Berkshire Community Action Council, Mass Rehabilitation Commission

The MassHire Berkshire Workforce Board will provide Certified Nurse Assistant Training to 70 un/underemployed residents for entry into the healthcare field.

Grant Details: Pioneer Valley Region

Holyoke Community College

Cities: Holyoke

Amount: \$249,989

Sector: Information Technology

Proposed # Unemployed Served: 34

Proposed # of Job Placements: 26

Proposed Average Hourly Wage at Placement: \$18.00

Employer Partners: baytechIT, Paragus Strategic IT, Rediker Software, Whalley Computer Associates, Entre Computer Center, Northeast IT

Other Partners: MassHire Hampden County Workforce Board, MassHire Holyoke Career Center, MassHire Springfield Career Center, Tech Foundry, Springfield Works, Way Finders

Holyoke Community College in partnership with Tech Foundry aims to provide IT and administrative job training to support 34 un/underemployed residents in pursuit of entry into the workforce as Computer User Support Technicians.

MassHire Franklin Hampshire Workforce Board

Cities: Greenfield and Franklin and Hampshire Counties

Amount: \$250,000

Sector: Healthcare – Certified Nursing Assistant

Proposed # Unemployed Served: 42

Proposed # of Job Placements: 32

Proposed Average Hourly Wage at Placement: \$13.50

Employer Partners: Baystate Franklin Medical Center, Linda Manor, Charlene Manor, Farren Care Center

Other Partners: MassHire Franklin Hampshire Workforce Board, MassHire Franklin Hampshire Career Center, Greenfield Community College

The MassHire Franklin Hampshire Workforce Board will provide Certified Nurse Assistant Training to 42 Un/underemployed residents for entry into the healthcare field.

Springfield Technical Community College

Cities: Springfield

Amount: \$249,974.64

Sector: Healthcare – Sterile Processing Technician

Proposed # Unemployed Served: 40

Proposed # of Job Placements: 30

Proposed Average Hourly Wage at Placement: \$15.80

Employer Partners: Baystate Health, Holyoke Medical Center, Cooley Dickinson Hospital

Other Partners: MassHire Hampden County Workforce Board, MassHire Springfield Career Center, Springfield Housing Authority, New England Farm Workers Council, Way Finders

Springfield Technical Community College will provide Sterile Technician Training for 40 un/underemployed residents for entry into the healthcare field.

Grant Details: Central Massachusetts Region

Quinsigamond Community College

Cities: Worcester

Amount: \$249,527

Sector: Healthcare – Certified Nursing Assistant

Proposed # Unemployed Served: 40

Proposed # of Job Placements: 36

Proposed Average Hourly Wage at Placement: \$13.50

Employer Partners: UMass Memorial Health Care, Salmon Health and Retirement

Other Partners: MassHire Central Region Workforce Board, MassHire Worcester Career Center, Worcester Community Action Council, Ascentria Care Alliance, State Healthcare and Research Employees AFSCME

Quinsigamond Community College will provide Certified Nursing Training for 40 un/underemployed residents for entry into the healthcare field.

Grant Details: Northeast Region

DPV Transportation

Cities: Everett and surrounding cities

Amount: \$228,070

Sector: Hospitality and Transportation

Proposed # Unemployed Served: 35

Proposed # of Job Placements: 26

Proposed Average Hourly Wage at Placement: \$20.00

Employer Partners: Encore Boston Harbor and Rodeway Inn

Other Partners: MassHire Metro North Workforce Board, MassHire Metro North Career Center, Boston CDL Driving School, The Neighborhood Developers

DPV in partnership with the Boston Drivers Licensing School aims to provide Hospitality Industry Chauffeur Driver Training to 35 un/underemployed residents.

MassHire Merrimack Valley Workforce Board

Cities: Lawrence

Amount: \$257,078

Sector: Healthcare – Medical Assistant

Proposed # Unemployed Served: 30

Proposed # of Job Placements: 24

Proposed Average Hourly Wage Increase: \$2.00

Employer Partners: Greater Lawrence Family Health Center, Lawrence General Hospital

Other Partners: MassHire Merrimack Valley Career Center, Greater Lawrence Technical School, Centro de Apoyo Familiar

MassHire Merrimack Valley Workforce Board aims to provide Medical Assistant training to serve 30 Un/underemployed on their journey into the healthcare field.

Middlesex Community College

Cities: Lowell

Amount: \$250,000

Sector: Healthcare – Medical Assistant

Proposed # Unemployed Served: 30

Proposed # of Job Placements: 24

Proposed Average Hourly Wage at Placement: \$14.70

Employer Partners: Lowell Community Health Center, Lowell General Hospital

Other Partners: MassHire Greater Lowell Workforce Development Board, MassHire Greater Lowell Career Center, Community Teamwork, Inc.

Middlesex Community College aims to provide Medical Assistant training to serve 30 un/underemployed on their journey into the healthcare field.

Grant Details: Greater Boston Region

1199SEIU League Training & Upgrading Fund

Cities: Quincy and Greater Boston

Amount: \$243,977

Sector: Healthcare – Certified Nursing Assistants

Proposed # Unemployed Served: 40

Proposed # of Job Placements: 31

Proposed Average Hourly Wage at Placement: \$14.00

Employer Partners: Carney Hospital, St. Elizabeth's Medical Center, Morton Hospital, Saint Anne's Hospital, Cambridge Rehab, Medford Rehab, Elmhurst Rehab, Wedgemere Rehab, Attleboro Healthcare, Genesis Courtyard, Genesis Wakefield

Other Partners: MassHire Workforce Board – Boston, MassHire Workforce Board – MetroNorth Cambridge and Woburn, MassHire Workforce Board and Career Center – Bristol, MassHire Career Center - Boston

1199SEIU League Training & Upgrading Fund will provide Certified Nursing Training for 40 un/underemployed residents for entry into the healthcare field.

Boston Education Skills and Training (BEST) Corp.

Cities: Boston and Greater Boston

Amount: \$215,833

Sector: Hospitality

Proposed # Unemployed Served: 40

Proposed # of Job Placements: 32

Proposed Average Hourly Wage at Placement: \$18.00

Employer Partners: Omni Hotels, Westin Copley, Boston Park Plaza, Aloft and Element Boston Seaport District Hotels

Other Partners: MassHire Boston Workforce Board, MassHire Metro North Workforce Board, MassHire Downtown Boston Career Center, MassHire Metro North Career Centers, MassHire Boston Career Center

Partnership proposes to provide training and placement services to prepare 40 un/underemployed participants for Hotel Industry / Housekeeping positions.

Boston Private Industry Council (BPIC)

Cities: Boston and Greater Boston

Amount: \$250,000

Sector: Information Technology

Proposed # Unemployed Served: 33

Proposed # of Job Placements: 25

Proposed Average Hourly Wage at Placement: \$33.00

Employer Partners: Perkin Elmer and WeSpire

Other Partners: MassHire Boston Career Center, MassHire Downtown Boston Career Center, Resilient Coders

The Boston Private Industry Council in partnership with Resilient Coders aims to train 33 un/underemployed residents in coding and entrepreneurship for entry into the IT sector.

Center for Community Health Education Research and Services (CCHERS)

Cities: Boston

Amount: \$238,471

Sector: Healthcare – Home Health Aide

Proposed # Unemployed Served: 48

Proposed # of Job Placements: 42

Proposed Average Hourly Wage at Placement: \$13.75

Employer Partners: Anodyne, Associated Home Care

Other Partners: Boston Workforce Board, MassHire Downtown Boston Career Center, Home Care Aide Council, Mothers for Justice and Equality, Boston Housing Authority

CCHERS in partnership as HEART (Healthcare Employment Access Resource & Training) Consortium aims to serve 48 un/underemployed residents as Home Health Aides.

Jewish Vocational Services (JVS)

Cities: Boston and Greater Boston

Amount: \$250,000

Sector: Healthcare – Pharmacy Technician

Proposed # Unemployed Served: 37

Proposed # of Job Placements: 28

Proposed Average Hourly Wage at Placement: \$15.00

Employer Partners: CVS Health, Beth Israel Deaconess Medical Center, Partners Healthcare

Other Partners: MassHire Boston Workforce Board, MassHire Downtown Boston Career Center

Jewish Vocational Services aims to provide 37 un/underemployed individuals with Pharmacy Technician Training that will result in employment in the healthcare industry.

MassHire Metro South/West Workforce Board

Cities: Marlborough and surrounding cities

Amount: \$218,750

Sector: Transportation – CDL Drivers

Proposed # Unemployed Served: 28

Proposed # of Job Placements: 22

Proposed Average Hourly Wage at Placement: \$20.00

Employer Partners: DATTCO, Inc., Baxter Healthcare, First Student, Inc., WB Mason

Other Partners: Parker Professional Driving School, MassHire Metro South/West Career Center, MassHire Central Region Workforce Board

MassHire Metro South/West Workforce Board in partnership with First Student aims to train 28 un/underemployed residents as CDL drivers.

Operation A.B.L.E.

Cities: Boston and Greater Boston

Amount: \$230,000

Sector: Healthcare – Medical Administrative Staff

Proposed # Unemployed Served: 50

Proposed # of Job Placements: 38

Proposed Average Hourly Wage at Placement: \$17.76

Employer Partners: Mass General Hospital, Bulfinch Temporary Service, BMC HealthNet Plan

Other Partners: MassHire Boston Workforce Board, MassHire Downtown Boston Career Center, MassHire Boston Career Center

Operation A.B.L.E. seeks to train 50 un/underemployed residents as administrative staff in medical settings.

YMCA Training, Inc.

Cities: Boston, Greater Boston, Metro North, South Shore

Amount: \$249,895

Sector: Healthcare – Medical Administrative Staff

Proposed # Unemployed Served: 66

Proposed # of Job Placements: 50

Proposed Average Hourly Wage at Placement: \$17.42

Employer Partners: Tufts Medical Center, Dana Farber Cancer Institute, Beth Israel Deaconess Medical Center, Boston Medical Center, Manet Community Health Center

Other Partners: MassHire Boston Workforce Board, MassHire Boston Career Center, MassHire Downtown Boston Career Center, MassHire Metro North Career Center, MassHire South Shore Career Center, MassHire Metro North Workforce Board, MassHire South Shore Workforce Board

YMCA Training Inc. seeks to train 66 un/underemployed residents as administrative staff in medical settings.

Grant Details: Southeast Region

MassHire Greater Brockton Workforce Board

Cities: Brockton, Greater Brockton and surrounding cities

Amount: \$225,000

Sector: Finance and Banking

Proposed # Unemployed Served: 32

Proposed # of Job Placements: 25

Proposed Average Hourly Wage at Placement: \$14.50

Employer Partners: HarborOne Bank, Mutual Bank, Bridgewater Savings Bank, South Shore Bank

Other Partners: MassHire Greater Brockton Career Center

MassHire Greater Brockton Workforce Board aims to provide Finance and Banking training to 32 un/underemployed residents to enable access to bank teller and similar positions within the Finance and Banking Sector.

Grant Details: Cape and Islands Region

Cape Cod Regional Technical High School

Cities: Harwich and surrounding Cape Cod cities

Amount: \$141,084

Sector: Construction

Proposed # Unemployed Served: 44

Proposed # of Job Placements: 33

Proposed Average Hourly Wage at Placement: \$15.00

Employer Partners: W. Vernon Whiteley, Inc, Rusty's Inc., Seaside Gas Service, Robie's Heating and Cooling

Other Partners: MassHire Cape and Islands Workforce Board, MassHire Cape and Islands Career Center, Housing Assistance Corporation on Cape Cod

Cape Cod Regional Technical High School aims to train 44 un/underemployed residents in Heating, Ventilation, and Air Conditioning technical skills to enter the construction industry.

APPENDIX 2: DETAILS OF FY'17 APPROPRIATION FOR SENATOR KENNETH J. DONNELLY WORKFORCE SUCCESS GRANTS

The following partnerships are recipients of Senator Kenneth J. Donnelly Workforce Success Grants for the WCTF FY'17 Appropriation. This information is based on original grant awards and proposed enrollment and placement goals negotiated at the start of their contracts in 2017.

Grant Details: Northeast Region

MassHire Merrimack Valley Workforce Board

Cities: Lawrence, Haverhill & Methuen

Amount: \$225,000

Sector: Construction

Proposed # Unemployed Served: 20

Proposed # of Job Placements: 14

Proposed Average Hourly Wage at Placement: \$15.00

Employer Partners: RM Technologies, LaborOnSite, Methuen Construction, and Resource Options, Inc

Other Partners: Lawrence Dream Network and Centro de Apoyo Familiar

The Reintegration through Construction Pathways program (RECP) is an industry-based job training program that will create a pipeline for Latino/Hispanic citizens who are formerly incarcerated to transition to employment as Construction Laborers. The RECP is led by the MassHire Merrimack Valley WB and includes education providers, unions, corrections, non-profits and workforce development agencies to provide the training and comprehensive services needed by this at-risk population. Services include a mentorship program, reentry services, and soft skills training. RECP is a pilot in the Merrimack Valley –a new model to increase the competitiveness of area businesses and improve access to long-term career success and economic opportunity for formerly incarcerated citizens.

Grant Details: Southeast Region

MassHire Bristol Workforce Board

Cities: Fall River

Amount: \$225,000

Sector: Manufacturing

Proposed # Unemployed Served: 28

Proposed # of Job Placements: 20

Proposed Average Hourly Wage at Placement: \$12.00

Employer Partners: Merrow Manufacturing, LLC, Matouk Textile Works, and Good Clothing Company

Other Partners: Fall River Career Center and SER Jobs for Progress

The Bristol Textile and Apparel Partnership (BTAP) is comprised of the MassHire Bristol Workforce Board and a number of local employer and community partners. The BTAP project centers on developing a training pipeline for the region's textile and apparel manufacturers by preparing individuals for positions as sewing machine operators and stitchers. This intensive training program will be held at employer sites with curriculum designed to meet skill sets required by local companies. In addition to technical skills training from these employers, SER Jobs will provide participants with simultaneous adult basic education (e.g. English literacy and math) upgrades along with connections to appropriate support services to assist in their progression through the program from training completion to employment. SER Jobs will lead the partnership's recruitment efforts. Long-term unemployed individuals will be targeted for participation in grant activities with a priority for Latino/Hispanic residents in the Fall River area.

Grant Details: Greater Boston

Associated Builders and Contractors – MA Chapter

Cities: Boston, Malden Surrounding Communities

Amount: \$137,288

Sector: Construction (Merit Shops)

Proposed # Unemployed Served: 24

Proposed # of Job Placements: 18

Proposed Average Hourly Wage at Placement: \$13.80

Employer Partners: Methuen Construction, Cruz Companies, Interstate Election, and other member organizations.

Other Partners: Gould Construction Institute, Asian American Civic Association, New American Center

This project leverages New England's largest merit shop construction organization, the Massachusetts Chapter of Associated Builders and Contractors (ABC), an association of more than 400 contractor, sub-contractor, and supplier members employing thousands of people across the Commonwealth. This project aligns with ABC's five-year strategic efforts to bring meaningful and family-sustaining employment and career opportunities to individuals from the inner-city and minority communities. Furthermore, this initiative will potentially involve 100 of the ABC Merit Apprenticeship Program's employer members who routinely employ apprentices from the ABC's Merit Apprenticeship Program's (MAP) Internal Labor Pool (ILP).

APPENDIX 3: LEARN TO EARN GRANT DETAILS

The following are the grant recipients for the Learn to Earn FY'18 Appropriation and FY'19 Appropriation. This information is based on original grant awards and proposed enrollment and placement goals negotiated at the start of their contracts in 2018. Commonwealth Corporation will continue to monitor progress and adjust performance goals and funding as appropriate.

LTE FY'18 Appropriation

Grant Details: Pioneer Valley Region

Holyoke Community College

Cities: Holyoke, Springfield and Greenfield

Amount: \$330,000

Sector: Health Care

Proposed # Unemployed Served: 30

Proposed # of Job Placements: 22

Proposed Average Hourly Wage at Placement: \$14.13

Employer Partners: Baystate Health, Western Massachusetts Physician Association, and Cooley Dickinson Health Care

Other Partners: Greenfield Community College, Department of Transitional Assistance, MassHire Hampden County Workforce Board, MassHire Holyoke Career Center, MassHire Springfield Career Center, the MassHire Franklin/Hampshire Workforce Board and Career Centers, Wayfinders, and SpringfieldWorks

The Holyoke Community College/Greenfield Community College Learn to Earn Medical Assistant Training Partnership of the Pioneer Valley prepares un/underemployed MA residents receiving public assistance for employment as Medical Assistants. Participants have the opportunity to be placed in Registered Apprenticeships as they complete the program, through a partnership with the MassHire Hampden County Workforce Board, and as Medical Assistants with employer partners including Baystate Health, Western Massachusetts Physician Association, and Cooley Dickinson Health Care

Grant Details: Central Massachusetts Region

MassHire Central Region Workforce Board

Cities: Worcester

Amount: \$321,138.18

Sector: Health Care

Proposed # Unemployed Served: 45

Proposed # of Job Placements: 34

Proposed Average Hourly Wage at Placement: \$13.50

Employer Partners: CVS Health, Compare Quality Pharmacy, and the Worcester Regional Chamber of Commerce

Other Partners: MassHire Central Career Center, Quinsigamond Community College, Worcester Community Connections Coalition & Family Resource Center, Worcester Community Action Council, the MassHire North Central Region Workforce Board, the Department of Transitional Assistance, the Worcester Credit Union and the MA Department of Apprenticeship Standards.

The City of Worcester / MassHire Central Region Workforce Board prepares participants for Pharmacy Technician positions through their registered pre-apprenticeship program that aims to connect individuals with significant social barriers to these high-priority, regional occupations. The program's goal is to bring together local education, economic development and workforce development partners to meet employer's demand for skilled workers.

Grant Details: Northeast Region

MassHire Merrimack Valley Workforce Board

Cities: Lawrence and Haverhill

Amount: \$330,000

Sector: Manufacturing

Proposed # Unemployed Served: 26

Proposed # of Job Placements: 20

Proposed Average Hourly Wage at Placement: \$16.50

Employer Partners: East Coast Welding and Fabrication, Vicor Corp., Berkshire Manufactured Products, Inc., Magellan Aerospace

Other Partners: MassHire Merrimack Valley Career Center, Community Action, Inc., Greater Lawrence Community Action Council, Inc., Northeast Manufacturing Consortium (NAMC), Greater Lawrence Technical School

The Advanced Manufacturing for Pre-School Parents (AMPPS) Program will prepare 26 parents, mostly mothers with children in Head Start, for entry level employment in precision machining. AMPPS will address the critical labor shortage for machine operators experienced by the advanced manufacturing industry in the Merrimack Valley. Further, AMPPS will increase earned income and family economic stability, while also addressing the cliff effect, particularly on child care public benefits, that graduates will encounter when they enter employment.

UTEC, Inc.

Cities: Lowell

Amount: \$329,996.74

Sector: Food Manufacturing and Services

Proposed # Unemployed Served: 22

Proposed # of Job Placements: 13

Proposed Average Hourly Wage at Placement: \$15.00

Employer Partners: The Plenus Group and Whole Foods Market – North Atlantic Region

Other Partners: EMPATH and UMass Boston's Center for Social Policy

UTEC provides workforce training, education and support services to high-risk criminally involved and gang-involved young adults, ages 17-25. UTEC has a long track record of helping high risk young adults improve their education and employability, while reducing recidivism and improving public safety in the Merrimack Valley. With assistance through the Learn to Earn program, UTEC is piloting a Culinary Training Program for a subset of their young adult population. This workforce training will prepare young adults for entry-level jobs in the food manufacturing industry. Through UTEC's Culinary Training Program, young adults will receive hands-on training and experience, wages, tutoring and exam fees for industry-recognized certifications, and a wide range of wraparound support services, such as counseling, childcare, public benefits counseling, financial literacy, court support, meals and transportation.

Grant Details: Greater Boston Region

NECAT

Cities: Boston

Amount: \$329,999.99

Sector: Food Services

Proposed # Unemployed Served: 45

Proposed # of Job Placements: 35

Proposed Average Hourly Wage at Placement: \$14.50

Employer Partners: Harvard University Dining Services, Legal Sea Foods, Encore Boston Harbor, and Colwen Hotels

Other Partners: Roxbury Center for Financial Empowerment, Dorchester Bay Economic Development Corporation, and ABCD

New England Center for Arts & Technology (NECAT) prepares participants for Prep Cook, Line Cook, and Baker positions in the culinary industry. NECAT's 16-week Culinary Arts Job Training Program helps Boston's chronically unemployed bridge the skills gap, enter the workforce on a career track and achieve financial self-sufficiency. NECAT's program is offered free of tuition cost to 150 students annually, who learn practical culinary skills, experience real-world work environments, receive financial coaching and participate in job readiness and attitudinal training. NECAT also provides employment services and post-program support to ensure the long-term success and economic mobility of graduates. NECAT intends to examine cliff effect issues like wage progression as well as regional coordination issues within the food industry.

LTE FY'19 Appropriation

JVS

Cities: Boston

Amount: \$325,000

Sector: Food Service / Hospitality

Proposed # Unemployed Served: 34

Proposed # of Job Placements: 20

Proposed Average Hourly Wage at Placement: \$14.00

Employer Partners: Spaulding Rehabilitation Network, Beth Israel Deaconess Medical

Center, NewBridge on the Charles/Hebrew Senior Life, Whole Foods Market

Other Partners: MassHire Downtown Boston Career Center

JVS will provide training to young adults ages 17 to 30 with a documented disability who are receiving public assistance. This training will prepare participants for positions such as: food services assistant; room service assistant; prep cook; bakery team member; prepared foods team member; specialty foods team member, server; and tray-line.

HMEA

Cities: Worcester, Franklin

Amount: \$325,000

Sector: Food Service / Hospitality

Proposed # Unemployed Served: 48

Proposed # of Job Placements: 32

Proposed Average Hourly Wage at Placement: \$13.00

Employer Partners: Sodexo USA, Cumberland Farms, Worcester Public Schools

Other Partners: Work Without Limits, Central MA Employment Collaborative, MassHire Workforce Board, MassHire Central Career Center (Worcester and Southbridge/Sturbridge)

HMEA will provide training to young adults ages 17 to 30 with a documented disability who are receiving public assistance. HMEA will specifically focus on individuals with diagnoses of Autism Spectrum Disorder (ASD), mental illness, intellectual and developmental disabilities and/or physical disabilities. This training will prepare participants for positions such as: kitchen helper and assistant; line cook; prep cook; grill cook general; and food service worker.