THE COMMONWEALTH OF MASSACHUSETTS'

# JOBS CREATION COMMISSION

**F I N A L  R E P O R T**

**January 2011 - September 2012**

# APPENDIX—VOLUME 3

## *SECTION SEVEN: APPENDIX*

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# APPENDIX D

**Jobs Creation Commission**
**Holyoke Regional Hearing**
**Holyoke Transportation Center**
**October 13, 2011**

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**Commissioners in Attendance:**

- Representative Joseph Wagner, Co-Chair
- Representative Paul Frost
- Dr. Alan Clayton-Matthews, Professor & Director of Quantitative Methods, School of Public Policy and Urban Affairs, Department of Economics, Northeastern University
- Mary Kay Browne, Senior Project Director, Executive Office of Elder Affairs
- Cheryl Lussier Poppe, Director of Veterans' Programs and Services, Department of Veterans' Services
- April Anderson Lamoureux, Assistant Secretary of Economic Development, Executive Office of Housing and Economic Development
- Michael Taylor, Director, Department of Workforce Development, Executive Office of Labor and Workforce Development
- Eileen McAnneny, Senior Vice President, Associated Industries of Massachusetts

**Other Attendees:**

- Emily Fitzmaurice and Tyler Hardman, Office of Senator Karen Spilka
- Ryan Coyne, Office of Representative Joseph Wagner
- Helene Florio, Office of Senator Michael Knapik
- Bruce Gendron, Office of Senator James Welch
- Don Gillis, Massachusetts Workforce Board Association

**Panelists:**

- **Panel 1 – Individuals Looking for Work and Local Organizations Representing Workers:**
    - David Gadaire, Executive Director, CareerPoint
    - Chantele Armata, unemployed worker who recently completed a training program with CareerPoint
    - Mike Florio, Western Massachusetts Coalition for Occupational Safety and Health (COSH)
    - Brenda Huerta, recently employed laid-off union worker
    - Frank Liberti, Franklin-Hampshire area job seeker
- **Panel 2 – Local Business Owners and CEOs:**
    - Larry Maier, President, Peerless Precision, Inc.
    - Paul Keyes, Owner, Victory Energy Solutions
    - Greg Garrison, CFO, Northeast Solar Design Associates
- **Panel 3 – Human Resources Representatives:**
    - Jean Jackson, Vice President of Workforce Planning, Baystate Health Systems
    - Meredith Wise, President, Employers Association of the Northeast
    - Jason Chateauneuf, Director of Corporate Staffing & Administrative Services, The Yankee Candle Group, Inc.

**Announcement by Hearing Chair, Representative Joseph Wagner:**

- Senator Spilka could not be here today because the Senate is in formal session. Representative Wagner will be chairing today's hearing

**William Messner,** President of Holyoke Community College delivered a welcome address and told the group that the work of the Commission and their focus on job creation is critical to our state. He stressed the need to focus on developing a trained, educated, and highly skilled workforce to fill the jobs available in Massachusetts. Messner spoke to the importance of collaboration and cited the Holyoke Transportation building, the location of the meeting, as a perfect example of collaboration. The building was originally a fire department and public resources were used to restore the building to turn it into a transportation center and an education center for basic adult education. He emphasized the importance of this type of collaboration during economic challenges when resources are slim.

**First Panel – Individuals Looking for Work and Local Organizations Representing Workers:**

**David Gadaire, Executive Director, CareerPoint: David Gadaire** expressed the importance of collaboration when looking to create jobs. He told the group that his group works with people from the entry level to the executive level, collaboration across the board. Because most structures are funded in a way which creates various silos, it is hard to find common funding for economic development. Gadaire spoke to the importance of finding commonalities between groups since, at this time, resources are an issue. Groups like CareerPoint are expected to do more with less funding. Because of cuts, they are no longer able to fulfill all of the one-on-one services that constituents need, both the job seekers as well as the businesses looking to hire.

**Chantele Armata, an unemployed worker who recently completed a training program at CareerPoint: Chantele Armata** explained that she was laid-off from Calloway Golf after working in the manufacturing industry for 16 years. Armata told the group that the barrier she has come across when trying to get a job is that many companies will not hire you unless you have previous experience and on-the-job skills. She ended up doing a volunteer training experience at a relative's company. Because of budget cuts, this company had to lay off some of their staff. Through this internship, she was able to get the on-the-job skills training needed to be hired and the company was able to fill a vacancy. Another barrier she testified about is the use of temp agencies which pay very low wages and some workers are unable to take a job at minimum wage because they will lose their unemployment benefits. Another barrier Armata discussed with Commissioners is that the longer one is unemployed, the harder it is to find a job because businesses seem to prefer considering people who are currently employed.

**Mike Florio from the Western Massachusetts Coalition for Occupational Safety and Health (COSH): Mike Florio** told Commissioners that most important part he sees about the work his group does is through their training facilities, where they offer programs for pre-apprenticeship training and introduce young workers to the apprenticeship program. Florio explained that last

year, they received 478 applications for the program and they were only able to pick 24 people. The problems centered on past histories of the applicants – in order to get someone into the trade unions, they cannot be hired with a CORI record, without a license or with a suspended license, or if they failed a drug screening. Florio highlighted this as the biggest barrier his group sees when trying to get people back to work.

**Brenda Huerta, a recently employed laid-off union worker: Brenda Huerta** told the Commissioners that she was laid-off by Calloway Golf after working there for six years when they relocated out of the country. Both she and her husband are union workers and twice in the past year, her husband and she have been laid-off at the same time. Huerta explained that she has received assistance through a National Emergency Grant, which will keep her employed through 2013 at a local Workforce Investment Board. She told the group about the various barriers she has seen in her job search and those she has seen while working at the local WIB, helping to get workers employed. She explained that the most helpful services include those offered at career centers to teach basic skills, including resume writing and internet and computer training. Huerta also discussed the importance of support from local businesses to help with job training. Huerta explained that if more companies were willing to hire and provide on-the-job training, more people would be able to get back to work. Another barrier she has seen is education. Huerta explained that many of the people she works with at the WIB have an elementary education and cannot afford to go back to school. Huerta told the group that many workers are unable to take a low-paying job because it will cause them to lose their unemployment benefits. Huerta also expressed frustration with the unemployment system and explained that many people are unable to get the services and guidance they need through the current automated system used.

**Representative Wagner** thanked the group for their testimony so far and told them that while he doesn't have an answer at the moment to fixing our economy, it is the job of the Commission to listen, analyze, and figure out a way from a policy-perspective on how to move us forward. Rep. Wagner shared that he does understand that a lack of resources and funding is a problem but policy is a more sustainable fix to addressing these problems.

**Frank Liberti, a job seeker from the Franklin-Hampshire region: Frank Liberti** was laid-off when the bank he was employed at for over thirty years relocated out of state. He explained that once he was unemployed, he quickly realized that he was not up to speed with the current job search strategies, including resume skills. The one-stop career centers have been useful to help him get the skills needed to find a job. Liberti discussed the barriers he has come across, including being told by many companies that they only hire for entry-level positions and promote from within. Liberti explained that the most effective services available are through the local career centers, especially the one-on-one counseling they offer.

**<u>Panelists addressed the following topics in response to questions from Commissioners</u>:**

**Work of Career Centers*:* David Gadaire** gave additional information about CareerPoint and the services they offer. The group has a budget of $1.6 to $1.8 million in funding and counselors help with job search strategies, the unemployment system, and identifying the skills needed to develop to get a job. Gadaire explained that because of budget cuts, they have to turn away twice

as many people as they see. One of the biggest problems he sees people facing is getting through to a representative on the unemployment phone system.

**Differences between Current Unemployment and Previous Times: Chantele Armata** told the group that she was used to dealing with seasonal layoffs before but this time she is dealing with being permanently laid off. **Brenda Huerta** explained that in this economy workers don't know what opportunities are going to be available and therefore cannot train themselves with the proper skills they are going to need.

**Impact this Economy Has on Business Hiring: Brenda Huerta** explained that in today's economy, she sees 50 to 100 people vying for the same position, giving businesses the ability to wait months to fill the position until they find a candidate that has every skill and criteria they are looking for. **Mike Florio** emphasized that there are still many barriers to overcome because businesses do not train employees on-site. **David Gadaire** emphasized that businesses are working in the same environment and are now having to screen through hundreds of candidates for a position. **Gadaire** explained that because of a lack of resources, businesses cannot hire someone with potential instead they must focus on finding a candidate with experience. Instead of making this a situation of good versus bad, **Gadaire** discussed the importance of working to broker the relationship between businesses and job seekers.

**Internships: Brenda Huerta** discussed the need for internships to be more available to help give the workforce the training they need to go on and get a job. **David Gadaire** explained to the group that the state has been reviewing an internship model from Georgia for over a year and a half and the unemployment system is under tremendous pressure, so increasing access to these internships is important.

**Working with the Veteran Community: David Gadaire** explained that veterans are always priority-choice candidates at CareerPoint. He told the group that many veterans do need one-on-one service to help them transfer the skills they learned in the military to ones that are useful in civilian jobs and without proper funding, this one-on-one training is not available to all those that need it. **Mike Florio** discussed a program he saw as a success, Helmets to Hardhats, where veterans were trained to work at construction sites but because of cuts to funding the program was abolished.

**<u>Second Panel – Local Business Owners & CEOs</u>:**

**Larry Maier, President of Peerless Precision: Larry Maier** emphasized the need for skilled workers to work in his industry and the importance additional funding to help schools adequately train students for work with high tech equipment. He explained that he currently has 100 job openings and is working with local vocational technical high schools to help train displaced workers but he feels that businesses need to focus more on a relationship with these schools to increase the available workforce. Maier explained that future cuts in defense programs would result in reduced demand for the work of his industry. He explained that he sees health insurance and unemployment taxes as the two biggest costs of doing business. Maier told the group that in one year, his unemployment tax has increased 250% because he added people to the payroll and in order to provide the same healthcare coverage as last year, it costs $20,000 more this year.

**Paul Keyes, owner of Victory Energy Solutions, a Connecticut-based company that is opening a new office in Massachusetts: Paul Keyes** discussed his firm, which started in 2009 with just 3 employees and now is up to 20 in the Connecticut office. Keyes explained that he created 20 jobs in Connecticut and is looking to create 20 more jobs in Massachusetts because of assistance he received through stimulus funding. Keyes discussed being successful by acclimating new hires into his business culture, aided by a tiered salary structure. He explained that he been able to give workers the experience they need to be hired because local WIBs in Connecticut compensate for the costs of bringing that worker in for a job shadowing experience. Keyes discussed the appeal the region has because it is seen as the "green corridor," giving him access to the necessary brain power and skills of the workforce.

**Greg Garrisson, of Northeast Solar Design Associates: Greg Garrison** explained that when he was laid-off, he went back to school at a local community college and earned an associate's degree in a year and a half. Garrison explained that the transition from the classroom to the business world was a harder transition. He discussed his work going back to the classrooms to help students with this transition and guide them with skill development. Garrison discussed a green energy career development bill in the House of Representatives, which would create a license for solar power installers. He explained the importance of creating a career path for those interested in this work. Garrison explained that tax rebates and credits provided by the state have been an important asset to his company, while the costs of doing business for Garrison are centered around training and skill development for new hires.

**Panelists addressed the following topics in response to questions from Commissioners:**

**Internships: Larry Maier** discussed that many businesses feel it is unethical to offer un-paid internships, so students need to be proactive in seeking these opportunities. **Paul Keyes** explained that he prefers to have new hires job shadow instead of offering internships because he feels a motivation comes with a paycheck and he cannot bring on an intern that is lacking and bringing productivity down. **Greg Garrison** explained that successful internships are the ones that go toward certification or educational credit.

**Community Colleges: Larry Maier** explained that the community colleges do not have the capacity to train enough workers and his company currently has 100 opening without the available workforce to fill these positions. Maier discussed the need to invest in faculty and increase the number of teachers available as well as the number of night courses available to older workers to help train them and keep them up-to-date with the latest equipment. Maier explained that not only do these programs need to expand, they also need to be better marketed, to increase support for local vocational schools. **Greg Garrison** discussed his work with community colleges, and emphasized the importance of having businesses give schools the input they need to create a successful program. **Paul Keyes** explained that he has seen many workers who do not have the time to invest in an education and for these workers, apprenticeship programs are successful.

**Third Panel - Human Resources Representatives:**

**Jean Jackson, Vice President of Workforce Planning, Baystate Health Systems: Jean Jackson** discussed her company, which has a $1.6 million budget and is the largest employer in Western Massachusetts. Jackson explained that even in this economy, there are still opportunities to hire. She explained that the company continues to hire and currently has 150 job openings, down from 600 openings when she started 5 years ago with the company. Jackson discussed the changes seen in the healthcare industry, from primarily in-patient care to out-patient services. Jackson explained that training is centered on in-patient care and the focus needs to shift to out-patient services training. Jackson also explained that as the baby boomers begin to retire, there are going to be positions to fill and the healthcare industry will also see a rise in the number of patients. Jackson told that one barrier she has seen in this region is that many of the younger workers in this industry move out of the area to pursue careers at the bigger hospitals and facilities in the greater Boston area. Jackson explained that another barrier is that the healthcare industry offers many part-time or per diem opportunities and workers are hesitant to take these positions because they will lose their unemployment benefits. The industry is also having a problem with retraining incumbent workers to keep up with the new medical coding requirements and she explained that they have collaborated with local community colleges to facilitate training opportunities but the industry anticipates a 40% drop in productivity because of these changes. Another skill that is important in this region, according to Jackson, is being bilingual because of the large Hispanic population in the area. Jackson discussed her work with the Healthcare Workforce Partnership of Western Massachusetts, which operates with $560,000 in private funding and $5.8 million in public funding to help employers by increasing access to education and training for the workforce in the area. She explained that one of the barriers in the healthcare industry is that training programs are very costly. She discussed the in-house training her group provides and their work with local community colleges to develop successful skills training programs.

**Meredith Wise, President of the Employers Association of the NorthEast: Meredith Wise** discussed her organization, which has a membership base of 800 companies, 600 of which are located in central or western Massachusetts. A majority of these companies employ between 30 and 250 workers. Wise explained that companies are expanding, but they are slowly expanding and companies cannot find people with the correct skills to fill these positions, even the basic skills. Wise explained that many industries have evolved and the jobs and skills needed are different than before and that workers do not want to come off unemployment for a job that pays less than the job they had before. She explained that small businesses have a hard time providing on-the-job training, especially for basic skills. Wise discussed the importance of funding and grants to help small companies provide in-house training programs. Wise discussed encouraging colleges and educational institutions to teach the basic and fundamental skills that are necessary for worker success.

**Jason Chateauneuf, Director of Corporate Staffing & Administrative Services for Yankee Candle**: **Jason Chateauneuf** discussed his company, which is a vertically integrated national employer with 1,000 sales associates in Massachusetts alone. He explained that the company is at a time when the industry is changing and they are currently facing similar business costs as they did during the recession of the late-1980s/early-1990s. Chateaunuef explained that unemployment is not a new issue, it comes and goes. He explained that he sees skill deficiencies in many applicants, including some behavioral deficiencies, which he has concluded mostly stem

from a lack of education. He discussed the company's use of grant money to help train secondary skills and stressed the need for collaboration between high schools, community colleges, and local employers to help develop training programs to the skills businesses need to hire someone. Chateauneuf explained that many businesses are scared away by federal regulations and the fear of being sued for having someone work without pay or credit. Chateauneuf concluded by telling the Commissioners his company's need for increased access to a skilled, trained, and available workforce.

**Panelists addressed the following topics in response to questions from Commissioners:**

**Tax Credits: Meredith Wise** explained some companies do see tax credits as an incentive to hire but many see the paperwork a too burdensome. **Jason Chateauneuf** explained that his company took advantage of all tax credits available and last year alone, they had 10,000 seasonal hires, resulting in $100,000 in tax credits.

**Businesses Working with Career Centers: Jason Chateauneuf** explained that Yankee Candle usually hires and promotes from within but that all positions are posted at local career centers. **Jean Jackson** discussed her company's relationship with local career centers and the need to focus on collaborating with these centers so that they know the exact skills needed. **Meredith Wise** discussed the need to for additional funding for these centers, which are currently unable to reach out to as many businesses as they would like.

**Businesses Working with Veterans*:* Jean Jackson** discussed her company's relationship with local veterans' organizations and told the group that veterans have the skills and medical background needed for the healthcare industry. Jackson discussed the need for additional funding for veterans services to prevent them from dropping out of training programs.

**Public Testimony:**

**Jeff Hayden, from Holyoke Community College**: **Jeff Hayden** testified about advocating for adult basic education and cited a recent survey that found that 10,000 residents in the area would benefit from adult basic education. Hayden highlighted the need to create a better path for the workforce to take to receive an education so they are hirable and the need for additional resources to continue to fund programs to give the workforce the basic skills.

**Documents Distributed:**

- Schedule for Jobs Creation Commission monthly meetings in Boston
- Schedule for Jobs Creation Commission Regional Hearing
- Holyoke Hearing Agenda
- Commissioners Packet:
    - Schedules
    - Hearing Agenda
    - Outline for Panels with a list of panelists and the questions they were asked to address in a letter from Jobs Creation Commission Chairs

**Jobs Creation Commission**
**Worcester Regional Hearing**
**Teamsters Hall**
**November 18, 2011**

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**Commissioners in Attendance:**

- Senator Karen Spilka, Co-Chair
- Representative Paul Frost
- Aaron Tanaka, Executive Director, Boston Workers Alliance
- Mary Kay Browne, Senior Project Director, Executive Office of Elder Affairs
- Cheryl Lussier Poppe, Director of Veterans' Programs and Services, Department of Veterans' Services
- Jefferson Smith, Legislative Director, Massachusetts Department of Transportation
- Marissa Cole, Deputy Chief of Staff, Executive Office of Education
- Justin Sterritt for April Anderson Lamoureux, Assistant Secretary of Economic Development, Executive Office of Housing and Economic Development
- George Moriarty, Director, Department of Career Services, Executive Office of Labor and Workforce Development
- Eileen McAnneny, Senior Vice President, Associated Industries of Massachusetts

**Other Attendees:**

- Senator Michael O. Moore, Chair, Joint Committee on Higher Education
- Mary Anne Padien and Emily Fitzmaurice, Office of Senator Karen Spilka
- Laurie Taymor-Berry, Survivors Inc.
- Jeffery Turgeon, Central Massachusetts Workforce Investment Board

**Panelists:**

- **Panel 1 – Individuals Looking for Work and Local Organizations Representing Workers:**
  - Ken Butterfield, Worcester-Area Job Seeker
  - Jack Donahue, Business Manager, Carpenter's Local 107
  - Don Anderson, Director, Workforce Central Career Center
  - Magdalene Tiapula, Worcester-Area Job Seeker
- **Panel 2 – Local Business Owners and CEOs:**
  - Donna Tomasetti, Co-Owner, Advanced Cable Ties
  - Edward Moore, President & CEO, Harrington Memorial Hospital of Southbridge
  - Richard B. Kennedy, President & CEO, Worcester Regional Chamber of Commerce
  - Steve and Cathy Philips, Owners, Phillips Precision
- **Panel 3 – Human Resources Representatives:**
  - Annemarie Abdo, Human Resources Manager, Vitasoy
  - Jackie McGravey, Workforce Development Manager, UMass Memorial Medical Center
  - Marcy L. Merzigian, District Human Resources Manager, The Home Depot – New England Region

**First Panel – Individuals Looking for Work and Local Organizations Representing Workers:**

**Senator Spilka** opened up the first panel by reading the questions that the panelists were asked to address in their testimony in a letter sent from the Commission Co-Chairs. The questions for the first panel were:

- What services are job seekers utilizing in their search? What services are most effective? What necessary or useful services are not available?
- What is preventing the individual testifying from being employed?
- What are the barriers that prevent people at various skill levels in this region from finding jobs? What is needed for progress?

**Don Anderson, Director, Workforce Central Career Center:** Anderson told the Commissioners of the work that the North-Central Workforce Investment Board does. It currently oversees five career centers and provides the critical guidance and resources workers need when looking to be reemployed. One problem Anderson spoke about is that many workers are hesitant to accept temporary or part-time work and because of this, it's been difficult to move people off unemployment to these open positions. A reason people are hesitant to take these jobs is because it reduces their net pay, so once they are laid off again, their benefits are reduced. Also, Anderson said that many job seekers he has worked with are hesitant to go through temp agencies because the wages are not enough to cover expenses, especially when they would lose unemployment. At these career centers, veterans are always a priority. Anderson also told the group that the local centers offer workshops to help train job seekers on finding a job, including using the latest social media tools to look for postings and apply for position. Anderson told the group that the many rules around unemployment benefits end up producing barriers for those looking for work. He suggested that the Commissioners consider the internship program currently being used in Georgia, where workers are still able to receive benefits while having unpaid internships, where they get the on-the-job training and experience needed to be hired in the future. Another problem many workers face is that the unemployment system is hard to navigate and, at times, inefficient.

**Ken Butterfield, Worcester-Area Job Seeker: Ken Butterfield** was employed at Evergreen Solar until last March and previously worked as a jet engineer at GE for twenty years. Many of the services he feels are successful are through the local workforce central career center, including seminars on resume and cover letter writing, interview skills training, and job matching programs. One barrier he has heard many of his former coworkers discuss is businesses preferring to hire younger workers for less money instead of looking at older job seekers. Butterfield said that many seem to prefer to train inexperienced workers instead of retrain older, experienced workers. One thing he hopes businesses can focus on is beginning to consider older workers for these open positions. He suggested that the Commission look into pushing for

additional volunteer opportunities to be made available to the unemployed so they can not only get additional on the job training and experience, they can also contribute to a local business.

**Magdalene Tiapula, Worcester-Area Job Seeker: Magdalene Tiapula** was working as an overnight recovery specialist until last May, when she had to leave her position due to family obligations. Tiapula said that one of the most helpful resources has been the childcare connection which provides her with vouchers to cover child care while she is actively looking for a job. One barrier Tiapula said she has come across is in the online job applications and screening tests associated. She told the Commissioners that she tried to apply for a retail position online and was asked to discuss her overall views on the world and mankind instead of her skills for the position. During her search, Tiapula has taken advantage of resources available at the local career centers including their internet training and the Dress for Success program, which gave her a suit to wear when going on interviews.

**Jack Donoghue, Business Manager, Carpenter's Local 107: Jack Donoghue** reported to the group that Worcester County is currently dealing with a 40 to 50 percent unemployment rate in his industry. One success Donoghue discussed was the government stepping in to help fund the construction industry by hiring workers for projects connected to the Massachusetts School Building Authority, the Division of Capital Asset Management (DCAM) and the Massachusetts Department of Transportation. Donoghue said that this work should be commended because it has helped keep the state's bond rating high, put people back to work, and ultimately helped men and women in the building trades make ends meet.

**Panelists addressed the following topics in response to questions from Commissioners:**

**Helping Unemployed Become Entrepreneurs: Magdalene Tiapula** told the group that because unemployment benefits are only available to those actively seeking a job, not those looking to begin their own business, many people are deterred from starting their own companies.

**Skills Needed for Job Search: Don Anderson** explained that the application process is completely different today than it used to be, with many employers putting their applications and jobs postings online. The Workforce Central Career Center offers workshops to coach people on how to submit online applications and the proper ways to format and submit electronic resumes. The Center also offers training on how to use social media during a job search. **Magdalene Tiapula** told the group that resume training and seminars on how to present oneself in an interview have been extremely helpful as well.

**Effective Training Programs:** Don Anderson discussed the training model used at the Workforce Central Career Center which examines the skills, interests and background of each worker and gives them direction in regard to what field and industry they should be looking into. This gives a basic idea of the direction to take as well as the skills the worker needs to get a job in this field. Anderson said that retraining is the way they are able to give these workers the skills they need once they are matched up with an industry. But the retraining funding these centers receive is usually exhausted five to six months into each fiscal year.

**<u>Second Panel – Local Business Owners & CEOs</u>:**

**Senator Michael Moore** spoke to the panelists and members of the audience about the importance of keeping job creation as a top priority. Informed decisions on how best to increase job creation requires input from the business community.

**Senator Spilka** began the second panel by reading the questions that the panelists were asked to address in their testimony in a letter sent from the Commission Co-Chairs. The questions for the second panel were:

- If there is increased demand for your services or products will you hire more employees? Do you expect this to happen?
- What are the significant costs to doing business that you can attribute to having chosen to do business in this region? Do these costs affect your ability to expand operations and create jobs?
- Have you experienced productivity advances in the last 5 years? How has that affected hiring for your business?

**Richard Kennedy, President & CEO of the Worcester Area Chamber of Commerce:**
**Richard Kennedy** gave some background on the Chamber, which includes 2,500 member companies, most of which are small companies. Only approximately 150 of these companies employ 100 workers or more. Kennedy told the group that he has seen the job makeup and job environment in the Worcester region change. Kennedy told the group that in the 1950s, about 50% of the jobs in the region were in the traditional manufacturing industry and today, that number is less than 10%. Instead, this region has seen a rise in the number of jobs in the healthcare industry with the largest employers being UMass Memorial Medical Center and UMass Medical School. Kennedy spoke about this changing environment from the business perspective and how many small businesses are having difficulties dealing with the unpredictability of this climate. Because of this climate, businesses have to look at cost structures three to five years out when making a hire; considering the costs associated with healthcare benefits, electricity, taxes, unemployment insurance, and state and federal regulations. Kennedy told the group that he has seen these companies begin to make strategic technological investments so that they can continue to do more with less because of the lack of resources available to them. Kennedy reported some positive signs he has seen in the region include the growing biotechnology and gaming industries and the impact STEM education programs have on training students entering the job market and enhancing their skills.

**Steve Phillips, Co-Owner of Phillips Precision: Steve Phillips**, a machinist, addressed the Commissioners with his wife Cathy and spoke about their experiences owning a local small business. Phillips discussed the costs to doing business in Massachusetts and told the group that it is expensive to do business in this state because of costs associated with insurance, labor, and taxes. They currently report to have jobs available but are unable to fill these positions because the candidates they are looking at do not have the skills to match the job and the workers with these skills do not seem to be interested in these positions. Phillips told the group he believes it is important to work with local groups to get kids involved and trained for these types of jobs at a young age. Phillips told the group that these positions that are open include machinists, welders

and other hands-on jobs and do not require a college education but still give workers a decent wage. He highlighted the importance of small businesses working with the trade schools to recruit these students and give them the guidance to adequately train these workers.

**Edward Moore, President & CEO, Harrington Hospital: Edward Moore** told the Commissioners that while other hospitals were dealing with large layoffs, Harrington Hospital has taken some risks and been able to avoid laying off any of its workers. In fact, in the past five years, the hospital has grown from a small community hospital with 600 employees generating $10 million in revenue to a mid-sized hospital with 1,000 employees generating $25 million in revenue. Moore told the group the reason this hospital has been able to grow is by making the switch from a full in-service hospital to an out-service facility with an emergency room. Moore claims this switch helped fuel job growth and through active physician recruitment, the hospital was able to move from 8 to 55 providers. But, Moore reports that he has seen a shortage of available skilled physicians in the region. Even with this growth, Moore told the Commissioners he is concerned about the future for his company. One issue he has seen is the recent healthcare legislation, which Moore feels is not favorable for the industry because it creates a set of unknown winners and losers.

**Donna Tomasetti, Co-Owner, Advanced Cable Ties: Donna Tomasetti** told the Commissioners that in the past decade, she has seen a number of manufacturing jobs going overseas. In order to survive in this climate, Tomasetti told the group that many of these companies have had to automate and these companies have been able to be profitable because they have turned to automation and robotics. Tomasetti recommended that funding be given to local trade schools to teach students how to use robotics programs and machinery since these programs can be used in many different industries, not just manufacturing. Her company offered to give some of these machines to a local voc-tech school but the school did not have the capacity to take it or train their students. Tomasetti ended her testimony by telling the Commissioners the importance of working to bring back the middle class. She told the group that there are jobs available and the manufacturing industry is growing again, just at a different level in order to stay competitive with foreign markets. This change includes moving to automation and workers need to be adequately trained for these new positions.

**Panelists addressed the following topics in response to questions from Commissioners:**

**How to Promote Manufacturing as Career Path: Donna Tomasetti** said that the younger generations seem to be against manufacturing as a career path because they still see it is the old industry, not the new, automated and technical industry it is. She highlighted the importance of working with trade schools to teach students about the industry, bring in equipment to properly train students, and prepare them with the skills they need to be hired. **Steve Phillips** discussed the need to have a certification program to help draw students into this industry so that they know there are careers available.

**On-Site Training: Steve Phillips** said that he can help give on-site training to new hires, as long as they have the basic skills necessary for the job. But if they do not have these basic skills, it slows down productivity to have to completely train the worker. **Donna Tomasetti** agreed that it’s difficult to train workers but that it can be done gradually and she has done it with local high

school students. She also said that in-house training is essential to bring on new workers but also to retrain workers and keep them up to speed with the changing technology.

**Third Panel – Human Resources Representatives:**

**Senator Spilka** opened up the third panel by reading the questions that the panelists were asked to address in their testimony in a letter sent from the Commission Co-Chairs. The questions for the third panel were:

- Under what circumstances would you increase your workforce?
- Whom would you hire if you were adding jobs now? What skill, experience, and education levels would you be looking for?
- What action do you take when you cannot find the exact match for your needs? Do you train in-house, turn to another resource to train employees, or work with applicants that do not meet all of your criteria?

**Marcy Merzigan, District Human Resources Manager, The Home Depot: Marcy Merzigian** spoke about the importance of businesses working to balance full time and part time openings. With the Home Depot, there are many seasonal part-time positions open and stores take on thirty to fifty temporary workers for about four month at forty hours a week. A barrier this company faces when looking to hire is that many lack the important customer service skills needed for employment and while the company is willing to help train other skills, they do not have the resources to train these basic skills. The company depends on online applications but they do assist those looking to apply for jobs with the online application process. One problem Merzigan reported was the lack of participants in local career fairs which the company has paid to participate in but, for the most part, sees very little workers attending.

**Jackie McGravey, Workforce Development Manager, UMass Memorial Medical Center: Jackie McGravey** told the group that the UMass Memorial Medical Center is one of the largest employers in Central Massachusetts, with approximately 12,000 employees. In the healthcare industry, the model of care is changing and, in turn, the types of jobs available are changing. Instead of looking to create additional jobs, her company is looking to find skilled workers to fill jobs as many in the industry look to retire, since, according to McGravey, a majority of these workers are over 50 years old. While they are looking to fill these positions, McGravey told the group that they do not have the education system or programs to train the incoming workforce for these positions. McGravey suggested focusing on higher education and STEM education opportunities for students so that they can have the skills and education necessary to be hired.

**Annemarie Abdo, Human Resources Manager, Vitasoy: Annemarie Abdo** told the group that Vitasoy currently employs 160 workers and is a subsidiary of the company in Hong Kong. She discussed recent recruitment problems she has come across when looking to hire both skilled and unskilled workers. Abdo said some workers qualified for production positions where they do not need an education but there is physical labor involved seem to be turned off by the company's worksite. As for skilled workers, Abdo told the group she recently attended a job fair and only 28 people came. Because they are a small company, the do not have the time to train in-house but they are willing to work with local schools to help with training programs because they are looking to hire skilled workers but no one in the available workforce has the appropriate

skills to fit these positions. Currently, this company uses temp agencies to hire temporary workers but they are still unable to fill positions that have been open for some time.

**Panelists addressed the following topics in response to questions from Commissioners:**

**How to Attract People to Apply for Open Positions: Annemarie Abdo** told the group that her company does need help attracting workers to these open positions. Abdo reported that many unskilled workers are unable to take these jobs because they will lose their unemployment benefits and small companies, like Vitasoy, are unable to raise the wages to attract these workers. She suggested working with local high schools and vocational schools to encourage workers to get the needed training at a young age so that they can be attractive candidates to local businesses and so that local businesses can fill these vacant positions.

**Barriers Associated with CORI: Marcy Merzigan** told the group that at the Home Depot they do conduct background checks and drug tests when looking to hire but that they are flexible in certain areas – as long as the person is not deemed a risk to the customers or the business. She told the group of a return to work program in their Mansfield location where they bring in workers on a part-time basis from a local halfway house as long as they have dependable transportation to and from their location. McGravey told the group that there is a business side of the healthcare industry where workers do not have contact with the patients and can be hired with a record. Patient safety is always of the utmost concern but there are instances where they can place an individual in a position that fits their skills even though they have a record. Abdo said that at her company, they do take it on a case-by-case basis and will look at an applicant with the necessary skills to be hired.

**Public Testimony:**

**Len Mead, Westborough Resident: Len Mead** suggested that the legislature work to lower taxes, cut expenses, and stop pensions for public employees. Mead also suggested repealing the health care insurance reform law to fight the healthcare costs small businesses pay, allowing interstate health insurance purchasing, and getting rid of the minimum wage for teenage workers.

**Tim Loew, Digital Games Institute: Tim Loew** discussed the growing digital game technology industry. He cited that this industry has the ability to create a variety of jobs in the state from software developing, engineering jobs to creative jobs for artists, musicians, etc. Since Massachusetts is known for its highly educated workforce, this is an industry that works well with the educational infrastructure already in place in the state. Loew told the group that this technology is not solely used for entertainment purposes; it can be applied in the classroom to strengthen STEM education programs and has also been used for simulation training in the medical and healthcare industries. Loew said that in order to hire freelance or part-time jobs, the independent contractor laws need to be looked at. Right now, it is easier to fill these short-term jobs on short-term products out of state or out of the country.

**Tony Shivers: Tony Shivers** discussed the barriers he has faced trying to get a job because he has a CORI, including being unable to find retraining programs and not being considered for a job without a license or dependable transportation to commute. Shivers also told the group that in

his situation, applying online for a job is hard because you are not able to explain to the person your situation or your record.

**David Deluce: David Deluce** lost his job at a local textile mill after working there for 36 years. The local Workforce Career Center has been helpful in giving him the skills to look for a job, including online resume training and skill development and he is currently working towards becoming a medical assistant. Deluce suggested working to encourage businesses to offer on-site retraining programs, especially for members of the older generations who are looking for a job for the first time in decades.

**Al Hoffman: Al Hoffman** testified that he believes the main reason the economy is suffering is because of government regulations. He suggested that the Commission does not recommend new government programs with additional regulations to try and create jobs.

**Documents Distributed:**

- Schedule for Jobs Creation Commission monthly meetings in Boston
- Schedule for Jobs Creation Commission Regional Hearings
- Worcester Hearing Agenda
- Commissioners Packet:
    - Schedules
    - Hearing Agenda
    - Outline for Panels – list of panelists and the questions they were asked to address in a letter from the Jobs Creation Commission Co-Chairs

**Jobs Creation Commission**
**Lynn Regional Hearing**
**North Shore Career Center**
**December 12, 2011**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Cheryl Lussier Poppe, Director of Veterans' Programs and Services, Department of Veterans' Services
- Secretary Ann Hartstein, Secretary of Elder Affairs
- Eileen McAnneny, Senior Vice President, Associated Industries of Massachusetts
- Tim Sullivan, Massachusetts AFL-CIO
- Justin Sterritt for April Anderson Lamoureux, Assistant Secretary of Economic Development, Executive Office of Housing and Economic Development
- Nurys Carmago, Executive Office of Public Safety and Security
- Jennifer James, Undersecretary of Workforce Development, for Joanne Goldstein, Secretary of Labor and Workforce Development

**Other Attendees:**

- Senator Thomas M. McGee
- Representative from Secretary Berry's Office
- Mary Anne Padien, Office of Senator Spilka
- Emily Fitzmaurice, Office of Senator Spilka
- Michael H. Wright, Office of Senator Spilka
- Tyler Hardman, Office of Senator Spilka

**Panelists:**

- **Panel 1 – Individuals and Local Organizations**
  - Marilyn Foster, Manager, North Shore Career Center of Lynn
  - Steve Falvey, New England Regional Council of Carpenters
  - Christine Dwan, job seeker from Lynn
  - Diane O'Huggin, job seeker from Lynn
- **Panel 2 – Human Resource Representatives**
  - Douglas Rosenfeld, Vice President of Global Human Resources and Administration, Analogic
  - Arthur Bowes, Senior Vice President of Human Resources, North Shore Medical Center
  - Nancy Stager, Executive Vice President of Human Resources, Eastern Bank
- **Panel 3 – Business/CEOs**
  - Jon Geurster, CEO, Groom Energy
  - Bill Tinti, President, Tinti, Quinn, Grover & Frey, P.C and Chair, North Shore WIB

**Senator Spilka: Senator Spilka** welcomed all attending and thanked Senator McGee for his work on job creation and transportation. Senator Spilka also thanked a representative from Senator Berry's office for attending.

**Senator McGee: Senator McGee** commended Senator Spilka on the work of the Jobs Creation Commission and thanked her for coming to Lynn. He also thanked the WIB for the work they've already done.

**First Panel – Individuals and Local Organizations:**

**Christine Dwan: Christine Dwan** has searched for a job since July 2009. She previously worked for a sporting goods company that relocated to Europe. She explained that she has been in the workforce since age 15 and did not go to college because she was raising 6 children. She does an intense work search everyday using online sources, the career center in Lynn, magazines, newspapers and any available job leads. She has taken advantage of all of the career center's workshops, including a certificate on bookkeeping to improve her resume. This resulted in several job interviews in the last three to four months, but because she lacks a college degree she is being overlooked for interviews. In less than 2 months, she will run out of assistance.

She suggested that the career center be able to provide temp agency services. This would provide an incentive to hire the unemployed. She believed that people with a job have better luck finding job.

**Diane O'Huiggin**: **Diane O'Huiggin** worked for 30 years for a large building firm. This firm was bought out by an international company. She worked in administration, communication, inventory and computer systems. In 2008, the company relocated to Westfield, MA but she could not move from Lynn. She went to the career center and upgraded her computer skills. She is currently working part-time as a receptionist.

O'Huiggin sends out 15-20 resumes a week but does not hear back for interviews. She explained that her lack of college education (has a high school degree) and age are barriers to employment. **Marylin Foster** explained that O'Huiggin's employer says she is one of the greatest, most professional people he has and he would hire her full time but for the difficult business climate for his CPA firm.

**There was discussion about companies that do not respond to job seekers. Arthur Bowes** responded that in today's job market everybody applies for everything and the number of applicants increased tremendously.

**Steve Falvey**: **Steve Falvey** explained that every job is a temporary job in the construction field. However, successful employers often continue to employ workers with useful skills. Some workers prefer to travel and many often fill gaps in employment with highway roadwork. These workers have the "security of no security" because there is not an expectation of long term employment. In contrast, construction administration is very busy because every job attracts

anywhere between 3 and 5 bids. He explained that this competition requires a huge staff to win even one bid.

Falvey explained that employee hours are down by 25 percent. He hoped that the Commission will strengthen protections so that employers "keep up their end of the bargain" in the areas of social security, workers comp and prevailing wage laws. Union contractors cannot compete with contractors that do not follow the law or provide substandard work. He also explained that workers pretending to be independent contractors are also a very big issue. He explained that it is impossible to compete with someone who doesn't pay their workers and who is not sufficiently penalized by the law. The work stolen from law-abiding contractors drives wages down, as much as 50 percent in some skills. There is a huge opportunity to pass laws to close these loopholes and to reexamine the workers compensation system. An effort to tighten laws will result in very successful employers increasing productivity, profit, and benefits for workers.

Falvey responded to a question about the recovery of carpenter job market. The carpenters aren't asking for anything other than the ability to fairly compete. He explained that they are willing to lower cost of their own work and provide retraining themselves. Union carpenters also pay $0.25/hr into the union fund to help win future bids, but this still does not make their bids competitive with bad contractors.

**Marylin Foster, Manager, North Shore Career Center of Lynn**: **Marylin Foster** explained that the career center services utilized most often are workshops, interviewing skills, and resume writing skills. The most important factors in the job search are resume writing and interview skills, which are skills that can be readily improved. She explained that people often do not know how to apply and how to send a resume.

Foster also explained that training is very important. People often have antiquated computer skills, which the career center helps them update. She provided an example of a former printer that is now working in the operating room at Salem Hospital. This man was willing to move to a different career and receive new training because he realized his former industry was no longer growing. He now works sterilizing equipment for the operating room. Without the funding for this training, the career centers cannot help someone like this get back into the workforce.

Foster provided some suggestions for the Commission. She explained that funding for additional training is incredibly important. Skill updating is also incredibly important. In addition, she explained that career centers need additional staff and funding to provide one-on-one assessment (essential for some job seekers) of skills and to provide placement. She explained that 200 people visited the career center last Monday and there were 180 attendees on Tuesday. The career center does not charge for services and strives to provide useful job fairs. The biggest challenge for 2012 is to continue to provide quality services.

**There was discussion about the number of jobs compared to the number of job candidates. Marylin Foster** explained that although there may be jobs available, often these postings are inadequate jobs (not enough hours, minimum wage, no benefits, etc.) or an instance of an employer posting a job to get a feel for the market. **Mark Whitmore** explained that the career center doesn't conduct big job fairs. These job fairs usually consist of 15 to 20 employers and

approximately 500 job seekers. This is a comfortable ratio and all job seekers get to spend time with employers. He reiterated that networking really makes a difference and job seekers that network have placement success. Because there isn't often an opportunity to spend quality time with an employer's representative at a forum, the job seeker's success is based on whether they follow up and how well they network.

**Second Panel – Human Resource Professionals:**

**Doug Rosenfeld, Vice President of Global Human Resources and Administration, Analogic**: **Doug Rosenfeld** explained that Analogic is over 40 years old, has over 800 employees in Massachusetts and is headquartered in the State. Analogic is an engineering company that manufactures components for medical device systems in the Commonwealth. The company has a global customer base and ships its components both nationally and internationally.

**Nancy Steger, Executive Vice President of Human Resources, Eastern Bank**: **Nancy Steger** explained that as the Executive Vice President of Eastern Bank and the vice chair of the North Shore Workforce Investment Board she brings a unique perspective to both sides of the employment equation. Eastern Bank is independent, mutually-owned and mission driven. Eastern Bank's hometown is Lynn and about a third of their employees are located in Lynn.

Steger explained that Eastern Bank invests in training of its own staff. The training allows them to be competitive in their markets and includes training programs in sales, customer service, technology applications, computer applications, etc. In addition, Eastern Bank provides for educational opportunities through tuition reimbursement programs and additional training opportunities through the Workforce Training Fund.

Steger explained that the financial service industry in the region employs over 6,000 people. There have been minimal layoffs in the North Shore's financial services industry. For the last 190 people hired by Eastern Bank there were over 10,000 resumes submitted online. Eastern has only 25 positions currently open, which is significantly fewer than normal (usually approximately 100 available at any one time).

Nancy Steger explained that the biggest issue for job seekers is a mismatch between the job seekers' skills and the skills a job requires. She expounded on the basic skills set that Eastern Bank looks for in any potential hire. First, it looks for confidence to communicate and calculate on a high school level. Second, it looks for relationship skills, which are important in building authentic relationships with customers. Third, it looks for proficiency and technical skills, which allows employees to make stronger decisions. Fourth, it looks for compliance and regulatory skills, which are important in protecting both the bank and its customers. Finally, the most important skill is a continued thirst for learning, including the motivation to take in-house or college courses, and obtaining additional industry credentials.

Steger suggested that the state job creation polices should encourage jobs at the local level. If Eastern Bank cannot find skills or people to fill the jobs, it will use the WIB or educational partners to fill this gap.

Steger explained that there are more alternative methods to help job seekers access skills, such as those funded by the workforce competitiveness trust fund. North Shore Community College offers credit-bearing, certificate programs in financial services. She suggested that other industry specific programs should be created using similar sources of funding.

Steger also commented on the emerging teen workforce. Although she understands how difficult it is for teens to get jobs, she explained that it is extremely important that they receive training and are allowed to explore career opportunities. Eastern Bank participates in a teacher externship program, where teachers are employed over the summer and provided with realistic job experience that helps them motivate their students. Eastern Bank also participates in school to career programs and employs several area teens through state grants.

**Arthur Bowes, Senior Vice President of Human Resources, North Shore Medical Center**: The North Shore Medical Center (includes Salem Hospital, Salem Union Hospital and several others) employs over 3500 employees and has over 200 current job openings. Forty percent of these openings are professional positions that require an advanced degree and certification. Thirty percent of these openings are in service positions such as nursing assistants and secretaries. Employees are encouraged to attend school and receive additional training.

Bowes explained that some entry level staff in the health care field have limited education and language skills. Although nurses have a variety of different degrees, there is currently a push to hire nurses with Bachelor's degrees. At the other end of the spectrum, some of the service employees need very basic skills in literacy and language. He explained that although they have 200 job openings, many of these job openings are for less desirable shifts and finding someone willing to meet the criteria is difficult.

Bowes expanded on challenges to the industry. He mentioned that the health care industry suffers from a problematic payment system on the federal and state level, which directly results in the hospital losing money every year. Because of this challenge, he doesn't see any future job growth.

Bowes mentioned that the health care industry is also challenged by an aging workforce. He noted that older nurses (25 percent are 55 years or older) remain employed longer. This is complicated by the fact that nurses will often move from part-time to full-time, which does not allow new nurses to be integrated. He further noted that they have challenges filling jobs in specialty areas. To try to fill these positions, NSMC uses employment agencies, online advertisements, advertisements on nursing websites and professional associations and internal referrals. The career center also provides opportunities for those people who would like to switch careers (most taking a substantial loss in pay).

Bowes discussed the training the NSMC provides. He noted that only nursing competencies are trained in-house because the other trainings are very expensive. To do additional trainings, the NSMC collaborates with the WIB and the North Shore Community College.

**There was discussion about the difference between the Workforce Training Fund and the Workforce Competitiveness Trust Fund.**

The Workforce Training Fund receives assessments and legislative appropriations. In contrast, the Workforce Competitiveness Trust Fund receives outside funding and legislative appropriation but is specifically focused on employer consortiums. Both tools are very valuable but also very different.

**Nancy Steger** explained that the Workforce Competitiveness Trust Fund can be helpful when employers are all looking for same type of candidate. A consortium of employers allows companies to share expenses and implement a better assessment process than what one company can have on their own.

**There was discussion about incentives to hire. Nancy Steger** explained that companies should be involved with the career centers, which will increase company access to workforce training grants. She suggested that career centers should work to further incentivize companies to use career centers and increase their involvement in job fairs, etc.

**There was discussion about the best places to look for applicants.**

**Nancy Steger** explained that they use a wide variety of sources and are often contacted by job seekers directly. Eastern Bank does not use many temp agencies because 85 percent of their employees are full time.

**Doug Rosenfeld** explained that his company looks to fill their specialized positions by using search agencies and professional associations. Because his field tends to have low turnover, good pay, and an aging workforce, there are not many job openings. The company's hiring cycle is based entirely on demand. After the financial crisis, business took a severe hit and demand decreased. Emerging markets have fueled recent growth.

**There was discussion about the barriers to success.**

**Steve Falvey** explained that health care has become a barrier to success. The commission should examine how mandated health care coverage creates barriers to small business expansion.

**Arthur Bowes** explained that his full-time employees are provided health care based on an employee contribution of 20 percent. Although health care costs are very expensive, it does not prohibiting his company from expanding.

**Nancy Steger** added that the biggest barrier to hiring is the constant increase in health care costs, which is especially difficult because businesses cannot sufficiently plan for the constant increase in costs.

**Doug Rosenfeld** added that his company is currently spending approximately $8.50 cents an hour per employee for health care costs. These costs have a significant impact but do not affect willingness to hire. There is more pressure to ensure the company is extremely efficient, which puts demands on training and the need to move people seamlessly between product lines.

Training is handled mostly in-house but the company would benefit greatly if students coming through high school and college were already trained in necessary skills.

**Third Panel: Local Business Owners & CEOs:**

**Jon Geurster, CEO, Groom Energy**: **Jon Geurster** explained that Groom Energy is an energy services company that retrofits buildings to make them more energy efficient. Groom Energy is a spin-out from Groom Construction. Groom Energy focuses on assisting large companies with large facilities such as GE, Raytheon, Ocean Spray, and Fisher Scientific. He explained that Groom Energy is always trying to assess the corporate demand to determine capacity planning for the following year. Groom Energy does work nationally.

Geurster explained that Groom Energy hires for both administrative and engineering positions. Mechanical engineers are preferred but the company also has need for civil and systems engineers. He noted that the company has been particularly successful in hiring students through the Northeastern Co-op program, because the program provides them with training capacity. He mentioned that the company has worked with the WIB to train their engineers to speak with customers. This is incredibly important because this business requires engineers to be able to sell the companies services to potential clients.

Geurster also mentioned a second related company to Groom Energy that manufactures LED lights. This related company is funded largely through venture capital.

The biggest issue for Groom is health care costs but the company has become more productive through sales and training. The LED light company also has room to grow. Energy efficiency provides a fast return for customers.

Geurster further discussed his hiring practices. The Northeastern Co-op program has been particularly effective. He noted that LinkedIn is also a source of new employees.

**Bill Tinti**, **President, Tinti, Quinn, Grover & Frey, P.C and Chair, North Shore WIB: Bill Tinti** explained that he is the CEO of a law firm and the chair of the board of directors at the North Shore WIB. He explained that his law firm has 8 lawyers and 25 employees in total. He noted that law firms, like all business, are run by demand. There are currently too many lawyers for the demand. Law firms were severely affected by the 2008 recession – for first time in history law students were not being hired by the major law firms. The difficulty is that lawyers cannot leave the state and region because of bar membership.

Tinti's law firm works with companies throughout their life cycle. He noted that there are signs of growth in the businesses the firm represents, which may indicate future growth in demand and employment. He explained that government cannot create demand but government can correct the errors that exist such as skills gaps, etc. He estimated that about 20 percent of unemployment numbers could be resolved if government/business solved the skills gap.

Tinti explained that tax credits, TIF or other enhancements are not the driving force in job creation. Instead, he maintained that a trained workforce that fits a need is the driving force. The training programs are the critical programs. Government's critical role is to fund and encourage the training of workers.

Tinti mentioned that a company's decision to locate in Massachusetts is based on cost of living and the presence of a trained workforce. The state can assist job creation by asking what are the skills needed and what are the companies that could grow. The WIB is important in assessing this and this WIB has been especially successful in doing so.

**Adjourned.**

**Jobs Creation Commission**
**Plymouth Regional Hearing**
**Plymouth Public Library**
**January 18, 2012**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Dr. Alan Clayton-Matthews, Professor and Director of Quantitative Methods, School of Public Policy & Urban Affairs, Northeastern University
- Secretary Ann Hartstein, Secretary of Elder Affairs
- Cheryl Lussier Poppe, Director of Veterans' Programs and Services, Department of Veterans' Services
- Justin Sterritt, Executive Office of Housing and Economic Development
- Jennifer James Price, Undersecretary of Workforce Development, Executive Office of Labor and Workforce Development

**Other Attendees:**

- Senate President Therese Murray
- Emily Fitzmaurice, Office of Senator Spilka
- Mary Anne Padien, Office of Senator Spilka
- Michael Wright, Office of Senator Spilka

**Panelists:**

- **Panel One – Individuals Looking for Work and Local Organizations Representing Workers:**
  - Harry Brett, Business Agent, Plumbers & Gasfitters Local Union 12
  - Kevin Parham, Director, Plymouth Career Center
  - Laurie Damon, Job Seeker from Marshfield
  - Sherry Tucker Brown, Founder & Principal, The Tucker Brown Group

- **Panel Two – Local Business Owners & CEOs:**
  - Olive Chase, Owner, The Casual Gourmet
  - Christa Hagearty, President, Dependable Cleaners
  - Randy Kupferberg, COO, Mass Tank Sales Corporation
  - Denis Hanks, Executive Director, Plymouth Area Chamber of Commerce

- **Panel Three – Human Resources Representatives:**
  - Laurie Fadden, Manager of Employee Development, Sullivan Tire Corporate Office
  - Mary Lou Regan, Human Resources Manager, Hydroid, Inc.
  - Shari Goscinak, Senior Human Resources Generalist, LITECONTROL

**Senator Spilka:** Senator Spilka welcomed all attending and told the group that Senate President Therese Murray would be joining the Commissioners at the hearing once her schedule allowed.

**Panel One – Individuals Looking for Work and Local Organizations Representing Workers:**

**Harry Brett, Business Agent, Plumbers & Gasfitters Local Union 12: Harry Brett** explained that around September 15, 2008 because of drops in the economy, the union was faced with a 40% unemployment rate. Brett explained that he has spoken to not only the individual plumbers he represents but additional workers in other states and the consensus is that there has been such a drastic decrease in the volume of construction jobs that there simply does not seem to be enough opportunities for the number of unemployed workers in the industry. He is seeing people over 40 years old who have developed a career by practicing a trade and now have no opportunity for employment in that trade because of the economy. Brett suggested that a program needs to be put in place to help workers who were trained, educated and have spent their lives in one profession.

Brett explained that he is starting to see some economic improvement in the construction industry such as the recent expanded gaming legislation. He also explained that bond bills and shovel ready projects such as the "Fast 14" are the most helpful types of investment and help create jobs in the industry.

**Kevin Parham, Director, Plymouth Career Center: Kevin Parham** has worked in workforce development for 10 years, part of which has been at the Plymouth Career Center. Between the two career centers on the South Shore – Plymouth and Quincy – they have seen over 15,000 job seekers over the past year, 800 of which were veterans and 700 of which had a disability of some kind. In the last year, the Plymouth Career Center was able to place 700 workers into jobs.

Parham explained that the services offered by the career centers vary and include posting positions of job openings in the area, most of which are in the health care in retail industries which have seen increased hiring. Parham reports that he still sees a lack of jobs available in the manufacturing industry and while the IT industry is growing, these are not the jobs that the average job seeker can fill.

Parham told the group about the career development plan which includes a series of meetings with a career counselor. The counselor works to identify the skills the worker has, what skills they need to update, and the transferable skills they have. After identifying areas needing improvement, the counselors work with the individual to find workshops and training programs to address these areas. Then the counselor helps the individual with the application process. But Parham told the group that the center never has the capacity to meet the demand.

**Sherry Tucker Brown, Founder & Principal, The Tucker Brown Group: Sherry Tucker Brown** explained that she used the skills she developed over the years at different jobs and opened her own business at 50 years old. Her son is the co-founder of this company and has his MBA but is currently under employed.

Tucker Brown explained that she believes the best way to help unemployed workers is through networking and offering programs to help them learn how to network and help them develop interviewing skills necessary to find a job.

Tucker Brown said one of the biggest barriers is the lack of jobs in the region. She explained that while there are openings outside the region, there is not adequate access to public transportation for workers to commute.

**Laurie Damon, Job Seeker from Marshfield: Laurie Damon** worked in the IT industry for over twenty years but was laid off 18 months ago. Damon explained that the services offered by the Plymouth Career Center are very helpful, especially those focused on transition solutions and helping older workers with understanding the job market and job search process.

Damon suggested that more companies should offer on the job training for workers, especially older workers who need additional training to be successful in today's available positions.

Damon explained that over the past 18 months, the interviews she has gone on have all been a result of knowing someone within the company. She believes that people who are able to network and make these connections have better luck finding a job.

**There was a discussion of the relationship between local businesses and the Plymouth Career Center and identifying the available jobs in the region and the skills gap between available workers and these positions.**

**Kevin Parham** explained that the career center has a very strong relationship with local businesses and they regularly post openings at these companies at the career center. They also hold monthly job fairs for these local businesses to connect with the unemployed workers in the area – with approximately 20 companies represented at each of these events. The career center also works with businesses to identify what skills are needed for the positions they are posting at the center. Career counselors are also briefed on these positions and the skill sets needed so they work to identify a client whose skills match those needed for the job. Parham also discussed the career center's relationship with the local Chamber of Commerce, which helps job specialists at the center identify which industries are hiring so they can point job seekers in the right direction.

**There was a discussion of what the career center does if training programs that are needed to fill open positions do not exist.**

**Kevin Parham** explained that when the career center finds they do not have a necessary training program they bring in experts from outside the region to assist with training. They are looking to find more venders to provide training that is specialized in areas where demand for workers exists.

**<u>Second Panel – Local Business Owners & CEOs</u>:**

**Denis Hanks, Executive Director, Plymouth Area Chamber of Commerce: Denis Hanks** discussed the Plymouth Area Chamber of Commerce and their work to open up a Regional

Businesses Center which helps train incumbent workers thorough a number of workshops and programs with business representatives from the region. The Chamber collaborates with the local Workforce Investment Board and career center to host these workshops and throughout the year they host about 60 workshops with about 2,000 individuals in attendance.

Hanks explained that one of the main issues he hears from businesses is dealing with the costs associated with health insurance. To help address this issue, the Chamber created a health insurance co-op program with between 30 and 40 businesses joined to help provide health insurance at a lower cost to the businesses involved.

Hanks discussed the recent regional economic development status survey which he explained shows some positive signs for business and development in the region. The South Shore region has a number of small businesses and approximately 70% of the members of the Chamber have 10 employees or less. Out of the small businesses surveyed, 70% report that they provide their own on-the-job training for their employees and 33% use their current staff to help train new employees or retrain incumbent workers. Hanks told the group that these businesses have also a high opinion of the higher education system with 80% reporting that they believe the college programs available in the state are good or above average. Most importantly, 54% of the businesses surveyed report that they look to hire additional workers over the next two years.

**Randy Kupferberg, COO, Mass Tank Sales Corporation: Randy Kupferberg** explained that Mass Tank Sales is a company that is tied in with the construction industry and for the past couple of years they were only able to get a minimum amount of work done to stay profitable. Kupferberg explained that now the company is looking to expand their product line to protect their workforce.

Kupferberg explained that the company has a mature workforce and experience is needed to hire workers. This skilled workforce has helped make the company successful and after many years, they are one of the only tank building companies still in existence.

Kupferberg explained that they do expect to see some growth at the company. Over the past year and a half, they have been in discussions with the Cape Wind Project to provide foundations and other construction for the project. Kupferberg hopes that this project will bring hundreds of new jobs to Massachusetts.

Kupferberg suggested that tax incentive programs are helpful in retaining jobs and attracting new business to the state. He explained that the two largest challenges small businesses are facing are increases to healthcare costs and competition with overseas manufacturers.

**Christa Hagearty, President, Dependable Cleaners: Christa Hagearty** explained she is the third generation in her family to run this local business which was founded in Quincy and has 16 locations in Boston, western suburbs and the South Shore. This includes a delivery service which is available to 30 communities in the state.

In 2007, the company saw some revenue decline with a more significant drop in 2008. There was a minimal drop in revenue in 2009 and the company saw slight growths in 2010 and 2011.

Hagearty reports that the dry cleaning business depends on people being employed and one of the biggest challenges they face is people being underemployed and the impact this has on her company's sales and revenue.

In the mid-1990s, she developed a wellness program for her employees, which includes disability, health insurance, and life insurance. The company's main competition comes from single shops that cannot afford to offer these benefits to their workers.

Hagearty explained that the company has a manufacturing side and a service side. They currently have 240 employees, most of which are full-time. She said that one way she has helped grow the business is through workforce training grants the company has received. They first received these grants in 2000 which helped them move from a small to mid-sized company. The company received additional workforce grants years ago which helped them develop new services and comprehensive training programs in all areas of the business such as management training. In fact, many of the current long-term managers at the company came through the first round of training grants. Because of these improvements, they have been able to eliminate waste and increase customer value.

Hagearty said that as a member of the National Cleaners Association, a nationwide professional trade association for the industry, she has seen the difference between the costs of doing business in Massachusetts and other states. She explained that her company always comes in higher on total employee costs, utility costs, and oil costs. She reported that she thinks the costs associated with regulations and compliance seems to be very similar for businesses across the board.

Hagearty said other costs of doing business include transportation since they have a delivery service and the cost of gasoline is high. The cost of living for employees is also high according to Hagearty, who reports that some of her employees have had to leave the state because of the high costs of child care, gas, transportation, utilities, and healthcare. This has had an impact on the company's ability to retain employees.

**Olive Chase, Owner, The Casual Gourmet: Olive Chase** is the owner of The Casual Gourmet, a catering company based in Centerville. She founded the company in 1986 and while it is currently the largest catering company in southeastern Massachusetts, Chase is still running what is considered to be a small business. This business is seasonal and Chase currently has 30 employees, 15 of which are full-time. During the summer season, her company has 100 employees, 60 of which are full-time.

Chase explained that small businesses are having a difficult time dealing with the uncertainty of the economy and the changing regulations they face. She says that along with other small business owners she has connected with, she feels like she has a difficult time figuring out the healthcare system and energy compliances she needs to follow. Her company does offer benefits for their employees but most other companies in the industry are too small to provide benefits and were forced to close because they were unable to offer health insurance benefits to their workers.

Chase said that healthcare insurance for her employees is a significant cost of doing business and she has seen large increases in the cost per employee. She saw a 15% increase last year and was forced to move her employees to a new plan which raised their deductable from $1,000 to $2,000. Chase said that her employees were having trouble with the previous plan with the $1,000 deductable so with this move, she reimburses the additional $1,000 they had added.

Chase said that small businesses need help from the state to navigate and understand the workers compensation system, unemployment system, and healthcare regulations.

Chase explained that many of these problems stem from her location since Cape Cod is an isolated region with high costs of living and doing business. She explained that wastewater disposal is one of the biggest challenges and cost of doing business that local companies on the Cape deal with. Chase explained one positive aspect to the Cape Cod region for her business is that it is a tourist destination and she suggested that more needs to be done to promote the Cape and protect the tourism industry in the region.

**Senate President Therese Murray:** Senate President Murray joined the Commissioners to discuss work in the Legislature pertaining to job creation and economic development.

Senate President Murray discussed the importance of collaboration between regions and cited the work the Berkshire Chamber of Commerce and the Cape Cod Chamber of Commerce are doing to promote tourism in both regions.

Senate President Murray explained that the Cape is a very distinct region in Massachusetts and because of this, it has concerns that are specific to the region that many other parts of the state do not have. For example, it has a tiered healthcare system which makes it more expensive than other parts of the state. The Senate President told the group that this is something the Legislature is looking to address and work on.

Senate President Murray explained that they are dedicated to increasing job creation and economic development across the state. Massachusetts has gone from 47$^{th}$ in the nation for job creation to #5 in the nation. As of November, the unemployment rate was at 7% and has been going down every year since 2009.

Senate President Murray explained that on January 1, 2012 the income tax rate and corporate tax rates were cut to provide additional relief to residents and small businesses. She told the group that the State Legislature will be passing a bill to freeze the unemployment insurance rates in the coming weeks and next year, the legislature will be looking to take on a comprehensive overhaul of the unemployment insurance system.

Senate President Murray highlighted the Economic Development Reform Bill which created regional economic development organizations which provide additional resources for communities to help businesses grow and stay in the state. Senate President Murray also discussed the Senate's work to pass legislation reforming the state financial system to increase efficiency, transparency, and accountability.

Senate President Murray discussed the importance of making investments to train workers for the 140,000 job openings in Massachusetts. Most of these positions call for highly skilled and educated workers and the Senate President stressed the need for continued collaboration with local community colleges and vocational schools to make sure their curriculum addresses these needs.

Senate President Murray discussed some of the challenges of the region, including access to public transportation, waste water disposal, and the aging population of the region. She also highlighted the programs the region has for returning veterans to find work.

**There was a discussion about the importance of training programs for workers and the availability of on-the-job training.**

**Randy Kupferberg** explained that when the company is looking to hire they reach out to the vocational schools in the area for candidates. These workers are then brought to the company for additional in-house training since it is a very specialized field.

**Denis Hanks** explained that since many small businesses cannot afford to provide in-house training, the Chamber of Commerce works to provide training at their facility. These training programs is a collaborative effort of local academic officials and business leaders most of which are offered free of charge to participate in.

**Third Panel - Human Resources Representatives:**

**Mary Lou Regan, Human Resources Manager, Hydroid, Inc: Mary Lou Regan** explained that Hydroid, Inc. is a small company with 82 employees that manufacture autonomous underwater vehicles, including those used to find black boxes from downed airplanes.

Regan said that they currently have 7 job openings but most of these jobs at the company are very technical and finding the talent and skilled workers to fill these positions has been a challenge for the company. Regan explained that while there are skilled workers out there for these positions, most people are not willing to relocate to Cape Cod. This continues to be a challenge for the company and just last summer, there was increased demand for their work but they could not find a skilled candidate that was willing to relocate to the area. Regan also explained that in these types of situations, the company does offer in-house training and they work to retrain their incumbent workers and move them to fill their open positions.

**Laurie Fadden, Manager of Employee Development, Sullivan Tire Corporate Office: Laurie Fadden** explained that in the past couple of years Sullivan Tire has been able to diversify and grow. The company has a number of retail stores with 600 employees in Massachusetts with an additional 400 employees located in other states.

Fadden explained that the company increases its workforce when they see an increase in demand or customer volume. A majority of their openings they are looking to fill are in their retail locations, including entry level mechanics specialized in different areas of auto repair. They

work with community colleges and vocational schools to find these workers and offer in-house training for students who show a good mechanical aptitude. While it's not as frequent, they do look to hire more experienced mechanics as well.

Fadden explained that the company works with local trade schools and the students in their programs. The company looks to hire young students because Fadden reports that their company has a very low turnover rate once an employee has been with them for a year. Many workers in the human resources department at the company work closely with the local vocational schools and a number of them serve on local advisory boards for these schools. The company also has an active internship program and a majority of the students participating in this program end up being hired for full-time positions.

**Shari Goscinak, Senior Human Resources Generalist, LITECONTROL: Shari Goscinak** explained that LITECONTROL is an architectural lighting company with two facilities and 180 employees. The company added a number of positions in 2011 and Goscinak said the company has identified areas to expand in 2012.

Goscinak explained that the way the company recruits workers depends on the position they are looking to hire. For more experienced positions, they use LinkedIn and other more professional, resume-based recruitment methods. For the less experienced positions, they will use websites like Monster.com or staffing agencies.

Goscinak said the company offers training programs for their supervisors to ensure they are at a level they need to be to remain successful at the company. The company also partners with the Associated Industries of Massachusetts (AIM) to help serve as a resource for training and education guidance for workers.

**There was a discussion on the impact of workforce shortages for these companies.**

**Mary Lou Regan** explained that it is difficult for her company to address future issues like workforce shortages and the impact it will have their company because the technology and software they depend on is constantly changing. She explained that the company actively works with a variety of groups to keep up-to-date with these changing technologies so that they can identify the skill sets they need.

**Laurie Fadden** explained that the auto industry has seen many advances in the recent years and all of these advances in auto repair are very technical and computer-based. Fadden said that as the industry develops, they need to have workers who are more technologically advanced. She explained that while they need to ensure they have a workforce that is skilled to keep up with these changes, they have not had problems finding the workers they need to fill current positions.

**Public Testimony:**

**Michael Jackman, District Director for Congressman William Keating:** Congressman Keating is currently in Washington, D.C. and Michael Jackman explained that he came on the

Congressman's behalf and would be speaking about job creation on the federal level and his work as District Director, working with constituents in the area.

As District Director, Jackman works with constituents struggling with unemployment and income instability as well as related economic issues such as needing fuel assistance, dealing with foreclosures. All of these issues come down to jobs and stable income and the Congressman works on behalf of his constituents with this in mind. Congressman Keating is a member of the House Small Business Committee and understands the importance of helping local entrepreneurs and business owners because they serve as a job creation engine for our society with 65% of jobs created by small businesses.

Jackman told the group that Congressman Keating is also sponsor of the American Jobs Act which makes investments in areas and industries which have been impacted the most by budget shortfalls. This includes $600 million for Massachusetts to hire teachers and first responders and $40 million to the state to help refurbish and rehabilitate foreclosed properties which also puts people back to work in the construction industry.

Jackman mentioned that Congressman Keating also has done work to help the veteran community including introducing a Post 9/11 GI Jobs Plan which offers tax credits to employers who hire Post 9/11 veterans. This bill also encourages veteran workforce development in environmental industries by offering these businesses a tax deduction when they provide additional job training to veteran employees.

Jackman also highlighted the Congressman's support of Small Business Innovation Research Grants which support new and emerging technologies. Massachusetts is the second in the nation in receiving these grants with 575 awards. The grants provide opportunities for job creation in these emerging fields.

**There was a discussion of the failure of the Congressional "supercommittee" to come up with a deficit reduction plan and the implications it may have on Massachusetts.**

**Michael Jackman** explained that there are many concerns over cuts to benefit programs like Social Security and Medicaid but it is still to be seen the severity of these cuts and the impacts they will have on the states. Jackman mentioned that the Massachusetts Congressional delegation is working to fight these cuts so they have as minimal an effect as possible on residents and small businesses.

**Christine Glebus, President, Northeast Disaster Recovery Information Exchange: Christine Glebus** explained she is submitting public testimony to focus not only on job creation but job retention. The Northeast Disaster Recovery Information Exchange is a public private partnership representing 250 companies and 2,500 business community members. They provide forums for workshops on how to be prepared for disaster and crisis management. They currently work with federal and state agencies but are looking to get involved with towns on a local level. Glebus explained that many large corporations are prepared for disasters but small or medium sized organizations – including many local businesses – are not. Approximately half of the businesses that deal with disasters (water main break, fire, manmade or natural disasters, etc.) are not able to

get their businesses back up and running and half of the businesses that do get back up and running, lose their businesses within two years.

**Adjourned.**

**Jobs Creation Commission**
**Lowell Regional Hearing**
**Saints Medical Center**
**February 10, 2012**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Cheryl Lussier Poppe, Deputy Secretary for Programs, Services, and Personnel, Department of Veterans' Services
- George Moriarty, Director, Department of Career Services, Executive Office of Labor and Workforce Development
- Dr. Alan Clayton-Matthews, Professor and Director of Quantitative Methods, School of Public Policy and Urban Affairs, Northeastern University
- Mary Kay Browne, Senior Project Director, Executive Office of Elder Affairs
- Justin Sterritt, Executive Office of Housing and Economic Development

**Other Attendees:**

- U.S. Congresswoman Niki Tsongas
- State Senator Eileen Donoghue
- Mary Anne Padien, Michael Wright, Jessica Wall, Emily Fitzmaurice, Office of Senator Karen Spilka
- Laurie Taymor-Berry, Survivors Inc.

**Panelists:**

- **Panel 1 – Individuals Looking for Work & Local Organizations Representing Workers**
    - Linda Sullivan, Job Seeker from Lowell
    - John Shanahan, Job Seeker from Tyngsborough
    - Mike McQuaid, Director, Career Center of Lowell

- **Panel 2 – Local Business Owners & CEOs**
    - Art Hennessey, CFO, American Capital Energy
    - Jack Clancy, CEO, Enterprise Bank
    - Robert Siemering, Executive Chairman, John Galt Companies

- **Panel 3 – Human Resource Representatives**
    - Maureen Fitzpatrick, Human Resource Specialist, Lowell General Hospital
    - Bonnie Posnak, VP of HR, Ideal Tape, Inc.
    - Lisa Dowling, Dist. HR Manager, Home Depot, North Shore MA and NH

**Senator Karen Spilka** introduced herself to the audience as Senate Chair of the Jobs Creation Commission. She thanks and welcomes the audience, panelists, and Commissioners in attendance. Senator Spilka thanks Gail Brown and Barbara O'Neil of the Greater Lowell Workforce Investment Board for their help putting together the hearing and the staff at Saints Medical Center for allowing the Commission to convene the hearing at their facilities.

**Congresswoman Niki Tsongas: Congresswoman Tsongas** thanked Senator Spilka and her co-chair, Representative Joseph Wagner for inviting her to attend the hearing and for bringing the regional hearings tour to Lowell. Congresswoman Tsongas explained that this is a very important initiative and while Massachusetts is doing better than the rest of the nation in terms of job creation and economic development, there is still more that needs to be done.

Congresswoman Tsongas explained that the City of Lowell reflects the challenges and opportunities that many other cities are facing during this time of economic hardship. She explained that like many other cities across the nation, Lowell experienced a decline following the departure of the textile industry. The mills that powered these industries were closed and a once thriving business fell empty. At this time, there was no response from government to help with this problem but Lowell, unlike many post-industrial cities, reinvented itself. Congresswoman Tsongas told the group that the Lowell National Historical Park was established in 1978 and its presence in the city was a catalytic event. She explained that it has attracted countless visitors and ongoing investments in the industrial infrastructure of the city, and ultimately has been an investment in the overall quality of life of the city's residents. Following this success, there was an influx of new business investment in the City and through this new business presence and the presence of Middlesex Community College and UMass Lowell, the city has experienced significant growth.

Congresswoman Tsongas explained that this development and growth seen at the local education institutions was important because when she first came to Lowell it took a number of years to find that the City has both a state college and technical school. She explained that over time, the education institutions have become greatly engaged in the community.

Many of these important initiatives are through active public-private collaboration. The latest example of this can be seen in the New Hamilton Canal District, where 15 acres of unutilized space was turned into commercial and retail development space. This project generated 1,600 jobs for the City and would not have been accomplished without federal, state, local, and private parties working together.

Congresswoman Tsongas reported that while we have see great advances in the Massachusetts economy, additional steps are required to help meet the needs of Massachusetts residents. She explained that our economy continues to be reliant on the high-tech and clean energy sectors. She said that we face many challenges in ensuring these industries stay in the state. Congresswoman Tsongas reported that she recently held a town hall meeting to discuss the ways to grow the state's manufacturing base and the important policies to help keep good jobs in Massachusetts. Participating at this town hall meeting were several employers in the state, including New Balance and PolarTech – two companies that have made a decision to not locate outside of the state. She reported that these companies have said that every decision they make is framed around their business model of staying in Massachusetts and while they are committed to doing so, they face many tough challenges.

Congresswoman Tsongas explained that UMass Lowell Professor Bob Ferrante has published a report that claims that the United States is responsible for 20% of the global output, compared

with 18% from China. She explained that we have to fight the notion that manufacturing is all being done overseas and this can be seen in the good paying, high-skilled jobs available in the manufacturing industry in the Merrimack Valley region of the state. Multinational corporations are fueling the idea that we don't need to manufacture in the United States anymore, that the products can be designed in America and manufactured overseas, which Tsongas explained is a very dangerous idea.

Congresswoman Tsongas explained that Lowell has a very highly skilled and educated workforce and she has visited a number of local businesses, including fabricated metal, sheet metal, computer equipment, medical devices, and more. In all of these, there is a great deal of innovation and Congresswoman Tsongas explained that it is important to support this innovation and support the existing manufacturing base and mitigate the loss of jobs to outsourcing.

Congresswoman Tsongas explained that she believes it is import to continue to build the manufacturing base and help mitigate the issues these innovative businesses face. She recommends continued investment in targeted tax incentives, support for research and development, and investing in a 21st century education for students. Congresswoman Tsongas highlighted the work of the Make it in America agenda in the United States House of Representatives, which is a small business innovation research program within the research and development budget. It allocates 10% of the research and development dollars to go to small innovative companies that do not have access to venture capital to help them develop their technology and find available resources.

Congresswoman Tsongas also highlighted the importance of continuing to invest in workforce training and science, technology, engineering, and mathematics (STEM) education. According to Congresswoman Tsongas, these two areas are critical to ensure economic growth and job creation and retention. She explained that in order to keep manufacturing jobs in the state and in the nation, there needs to be strong policy to support their work so that these jobs are not outsourced. She also explained the importance of the clean energy industry and how continued investment is needed to make sure Massachusetts remains as a leader in this cutting-edge industry. Even though the economy added 243,000 jobs last month and even though Massachusetts currently has a much lower unemployment rate than the national rate, there are still people looking for work that need to continue to be helped.

**First Panel – Individuals Looking for Work and Local Organizations Representing Workers:**

**Mike McQuaid, Director, Career Center in Lowell: Mike McQuaid** explained that the Career Center is a collaborative partnership between Lowell residents and the City Jobs and Workforce Development program and McQuaid reports directly to City Manager Bernie Lynch. Most of the funding comes from the Federal Workforce Development Investment Act and some small resources to help with the mission.

McQuaid explained the career center sees many people in their 40s and 50s without work for the first time with solid educational backgrounds and work experience. Their biggest challenge is how to successfully market themselves with employers. Many clients are facing significant

emotional and financial hardship. Applicants who use career center services have a 15% higher rate of employment

Barriers include not enough jobs in the area with many jobs going unfulfilled and many people looking for employment. McQuaid said that a number of businesses report that they have openings but are having trouble finding qualified workers for these positions. McQuaid explained that job training can be very helpful but they need additional resources to be able to provide this service to all those that need training. He also explained that many workers need to develop job search skills, the tools they need to look for a job and market themselves to employers.

McQuaid explained that looking forward, the state is seeing some positive economic signs. This past year, the career center saw a 85% increase in the number of customers reporting that they have found employment.

**Linda Sullivan, Job Seeker from Lowell: Linda Sullivan** explained that she was laid off from a corporate financial services position in August 2011. The company she worked for had a presence in Massachusetts but closed their Billerica and Canton offices and consolidated to Irvine, California.

Sullivan explained that the Lowell Career Center has been incredibly helpful and she has used a great deal of their services, including their workshops, social media training, and networking opportunities.

Sullivan explained that she feels her age is a barrier to employment. She feels that employers have assumptions about older workers and job seekers need to be able to address these concerns. She also explained that her skill set needed to be updated and has taken advantage of training services to update her skills in the financial services industry, since there have been changes since she was last employed.

Sullivan said that she feels barriers facing unemployed workers include, needing to develop the skills for the job search process since it has changed, employers holding out for candidates that meet all of their criteria and qualifications, and workers being skeptical about the help career centers can provide and not taking advantage of these services.

**John Shanahan, Job Seeker from Tyngsborough: John Shanahan** explained that he worked as a senior software engineer and has 15 years of experience in the field. When he was laid off from Raytheon in 2010, he received a letter in the mail about the local career center and the services they provide. He has attended a number of courses through the career center to help with his resume skills, social media skills, and how he markets himself to employers.

Shanahan explained that he also joined an Acton Networkers group where he volunteers and interacts with other professionals. Here he has been able to keep working on his networking skills and get job leads from other workers in the group.

Shanahan explained that he also belongs to a technical skills group where workers in his industry can get together and share their technical skills to build up each others' skills and strengths. Shanahan said these groups and the career center have been very important and he has monthly interaction with his career advisor at the center.

**Topics addressed in response to questions by Commissioners:**

**Skills: Mike McQuaid** said the skill that most clients need help with is resume skills because the job search process has changed since they were last looking for employment and resumes are the first chance to market yourself to an employer.

**Career Centers: Mike McQuaid** explained that $4.4 million was allocated to the one-stop career centers in the state. Boston, Springfield, and Cambridge opened their centers in the 1990s and other centers, including Lowell, opened up shortly after that. Additional funding goes to 13 other area career centers and while Lowell serves 4-5% of the population of clients in the state, it only received 2% of the funding. McQuaid explained that training programs are very helpful but the cost and time required to provide these services prevent many people from being able to take the programs. The average cost of these programs is $3500-$4000. McQuaid also explained the need for more career counselors at the center. He currently has 14 case managers, some of which have 150 cases or more. McQuaid explained that if he had more case managers, they would be able to devote more one-on-one training and counseling to clients, which is extremely successful.

**Training: Linda Sullivan** discussed the TAA training she received. The career counselors were helpful in getting her approved for the training and the process was helpful because she needed to dedicate time researching different careers and fields to figure out what industry and position she wanted to pursue.

**John Shanahan** explained that he was offered a computer language training program. He explained that he chose not to participate because it was a 3 month long program and he would have to stop the job search process during that time. He mitigated this by going to the Technical Skills Share Group, which helps promote networking and skills sharing while also giving him the time to actively search for a job.

**Community College Grant: Mike McQuaid** explained that part of the grant will let the Middlesex Community College expand into upgraded technology with a focus on biotechnology. McQuaid said that party of this grant is to also expand access to programming and community colleges to workers in the area and will include a navigation piece to help link workers up with the colleges and the career centers.

**Training Services: Mike McQuaid** explained that there needs to be collaboration between the providers and the job seekers so that the providers can figure out the type of training programs to offer and the workers can identify what the best type of training program to attend to increase the chances of employment with area businesses. **Mike McQuaid** explained that the career center gives their clients information on what training programs are available and lets providers know what skills workers are looking for and need to find employment.

**Internships: John Shanahan** explained that it would be helpful if he had the opportunity to volunteer or work part-time at a company to receive the on-the-job training needed for employment.

**George Moriarty, Executive Office of Labor and Workforce Development: George Moriarty** explained that they are looking to bring a job connect program to the state which would provide job seekers with the opportunity to work with a company for 6-8 weeks to get familiarized with the company and receive on-the-job training and work experience. Moriarty explained that they are trying to work on some of the technical issues with this, such as the current unemployment benefits laws.

**Second Panel – Local Business Owners & CEOs:**

**Art Hennessy, CFO, American Capital Energy: Art Hennessy** explained that American Capital Energy was founded in 2005 and is a high-tech solar energy company that deploys solar resources. In seven years, they have grown to 60 employees and expect to increase, adding another 10 positions this year.

Hennessey explained that a majority of the positions are for electrical engineer and project managers and the average salary for these high-end positions is $120,000. The industry has seen great productivity advances in the past five year, which is caused manufacturing costs to greatly decrease.

Hennessey explained that the state has done great work for his industry and was the first state to do virtual net metering, which has cut down costs for his business and other businesses in the industry.

Hennessey explained that veterans make up 20% of his company's workforce. He also explained that the company offers a great deal of on-the-job training because most workers do not have any solar energy experience because it is not offered at most schools or training programs.

**Jack Clancy, CEO, Enterprise Bank: Jack Clancy** explained that Enterprise Bank is a local community bank, which opened 23 years ago and has grown to 19 branch offices with 380 employees.

Clancy explained that he feels job creation is always a serious issue, even in times of economic prosperity, because there are a number of advancements being made in the cutting-edge industries our economy is dependent on. He explained that the feels it is important to continue to invest in training and education programs to give workers the skills needed for the emerging industries and that regional and local government must play a role in supporting these industries.

Clancy explained that he believes it is important not to just focus on training and educating recent graduates. He believes that it is important to also focus on helping displaced workers. He also said he feels it is important the regional and local government help in education and training by partnering with businesses and academic institutions to attract businesses, investment, and jobs to the region.

Clancy said that Lowell is lucky to have a number of businesses in the important growing industry sectors located in the city as well as the important education institutions that have been instrumental in preparing the local workforce for careers in these businesses.

Clancy explained that Enterprise Bank is growing and has added positions every year since opening and expect to do the same this year. The company has a dedicated staff focused on training and retraining their employees. He reported that over the last five years, the bank has grown by 55 percent but are seeing fewer transactions at their branches. He explained that online and electronic banking is rapidly growing and the company is looking for someone to handle this new type of banking as well as the social media technology to help promote these services. He explained that he feels it is important to invest in education to help create a workforce trained in the technical skills necessary but also trained in customer service skills needed to work in the industry.

**Robert Siemering, Executive Chairman, John Galt Company: Robert Siemering** explained that he works for John Galt staffing, a staffing firm focused on working with the technology industry. The company focuses in three areas, engineering and design, software and development, and high tech assembly. They issue employment forms to between 2,000 and 3,000 Lowell residents, so while they are a small business, they have a large employment base.

Siemering explained that they have 35 people on staff and they are seeing an increase in demand for services. The market has come back very strong and the company is seeing an increase of 60-65% in their business.

According to Siemering, the technology industry is moving from a client market to a candidate driven market. The industry is having a problem finding skilled employees and is seeing a shortage of engineers. He also explained that both locally and nationally, they are seeing a shortage of CAD programmers with a strong national demand for the position.

Siemering discussed costs of doing business in Massachusetts compared to the 35 other states the company does business in. He explained that the general cost of living in Massachusetts is high and when they cannot find a local worker for a position, he reports that it is nearly impossible to bring someone in to the state for the job because their standard of living will drop. He explained that another cost of doing business is the payroll burden. He explained that Massachusetts is better than any other state in regards to worker's compensation and insurance rates.

**<u>Topics addressed in response to questions by Commissioners</u>:**

**Finding Skilled Workers: Jack Clancy** explained that his company has a large human resources department that looks to hire more for attitude than skill with a focus on hiring locally. He explained that while younger workers are equipped with the technical skills for the position, he feels they need work on customer service skills such as communication and relationship skills.

**Training for Veterans: Jack Clancy** explained that returning veterans should look into the programs offered at their local community and state colleges to help find employment.

**People looking to hire while there are still people looking for work: Robert Siemering** explained that a majority of the work his company does is fill very specialized positions. He explained that when company cannot fill these positions, they do have to bring in workers who do not perfectly match what they are looking for and train them from inside the company.

**Barriers to Employment: Robert Siemering** explained that all workers are dealing with a tough market. He explained that older workers have challenges and younger workers do as well, mostly based on their skill set. He also explained that being out of work for an extended time is another barrier to both older and younger workers, especially in the fast-paced industries he works with. He explained that he does work to help prepare people for this question when going to an interview.

**Third Panel – Human Resources Representatives:**

**Bonnie Posnak, Vice President of Human Services, Ideal Tape, Inc.: Bonnie Posnak** gave the Commissioners some background on her business, a manufacturing company that has been in business in Lowell for 60 years. The company has been bought and sold twice but remains committed to staying in Massachusetts because of the workforce the state has. Posnak has worked with the company for 34 years and is actively involved in the local Workforce Investment Board to find new hires and to help collaborate about what training is crucial for employment.

Posnak explained that she believes the Job Connection program discussed earlier in the hearing by George Moriarty would be a very helpful program. Posnak said she felt it would be helpful getting people the skills they need to get employed. She feels it will be helpful for when people are collecting unemployment to continue to develop their skills and stay up-to-date while also giving the company some assistance by bringing on an extra person to work for a period of time. Posnak said that while some companies may not be able to hire the person after the internship is complete, she feels that many of them would try to find some way to make the hire possible because most companies would see the value in the person and develop an attachment to them and their work.

Posnak said the company is looking to hire but there are some barriers to do so, including inflation, raw material costs, overseas competition, and the impact all of these factors have on the company's sales. She reports that the company did look into the possibility of getting the raw materials needed for production from China. In the end, the company decided against this because their customers are opposed to the idea of getting raw materials from another country when these materials are available to purchase in the United States. While it has been slow, Posnak reports that she is seeing some positive signs that the economy is moving forward and the costs of raw materials are gradually coming down in price.

Posnak explained that the company posted three job openings on the website CareerBuilder and as of the morning of the hearing, they have received over 800 resumes for these three positions.

One of the positions is for an Inventory Supply Planner which requires a somewhat specialized individual to fill the position. Ideally, they look to hire someone who has been APEX certified with a background in inventory management control with some time of industrial education background. Posnak reports that this position comes with a $60,000 salary and full benefits and requires someone with 2 to 5 years experience.

Posnak reported that the company does hire people from all different ages, skills sets, and education levels. She reports that Middlesex Community College is incredibly helpful in offering GED programs and ESL programming. She explains that the company works closely with MCC and UMass Lowell as a resource both to find workers and to help their incumbent workers. Through these schools, the company offers a tuition reimbursement program to its workers, paying for tuition and all related expenses. She explains that while the company is small and does not have the resources to train all of their employees, they do actively work to promote higher education and help to line their workers up with the available training resources and programs in the area.

Posnak explained that in the manufacturing industry most companies tend to look to hire older, more experienced workers. She reports that their company is not focused on finding a candidate with the exact skills the need for the position but instead focused on finding dependable workers and in her experience, older workers are more dependable.

Posnak explained that the company is very focused on creating a positive work environment among their employees and is also focused on making long-term hires and reducing turnover. She reports then when looking to hire, the most important part is finding a candidate is whether or not they will fit with the business environment and they strongly consider candidates whose personality and thought process are align with this environment.

Posnak explained that she does actively encourage her employees to keep up with training and retraining. When an employee is not getting the training or services they need, Posnak reports that she reached out to Middlesex Community College and UMass Lowell to get training or coursework referrals for her staff. Posnak said that these two institutions are great resources for training, retraining, and educational advancement.

**Maureen Fitzpatrick, Human Resource Specialist, Lowell General Hospital: Maureen Fitzpatrick** told the group that Lowell General Hospital has 2,000 employees and is currently looking to fill 35-50 vacancies. On average, they receive 22,000 applications per year and hire about 340 positions per year. She reports that the company is experiencing positive growth and are expanding services and service lines and looking for customer-service oriented people with strong team and communication skills because in order to be successful they must continue to provide high-quality care to their patients. They are in the process of building a new medical center which will create an additional 90 jobs across the spectrum, including nursing, clinical positions, and support, according to Fitzpatrick.

Fitzpatrick explained that when the hospital cannot find a perfect match, they look at the candidate's attitude and aptitude to see whether or not it is worth to make an investment in that candidate and provide them with in-house training. She also reports that they have strong

partnerships in the community for training. For entry level positions, they offer the Pathways Program, which gives workers the opportunities for GED courses, support services, and childcare.

Fitzpatrick explained that her company works with Lowell High School and others in the community to host job fairs. They also work with Middlesex Community College and UMass Lowell to provide classes, training, and certificate programs to ensure students are trained on the right equipment and given the right skills for employment.

Fitzpatrick explained that her advice for workers is to always be prepared for an interview by knowing about the company they are applying to and being able to market their skills and how they can translate to the work the company does. She said that one important thing employers need to address is the aging workforce and that many people will be retiring at the same time. She explained that it is important to help train the future workforce for these positions while also retraining current workers to move into these jobs.

**Lisa Dowling, District Human Resources Manager, Home Depot: Lisa Dowling** explained that she has been with Home Depot for 6 years and has been in the retail industry for 20 years after having grown up in Lowell and graduating from Middlesex Community College.

Dowling reports that currently, 57% of the hiring being done at Home Depot is for their seasonal business. Her district includes 10 stores and 1500 associates. Currently, her district is hiring temporary associates, permanent associates, and management positions as well.

Dowling described some of the positions open with the Home Depot. They are hiring for entry level work, which requires no formal education. She explained that they do consider the applicant's business and education background when looking to hire a management position. She explained that many of the store managers have been with the company for over 15 years and started out as part-time associates. Dowling said that the company does invest in helping their employees grow and develop so they can move up to managerial positions.

Dowling explained that the company does have partnerships with AARP to help train associates who are entering their second or third career and they also have partnerships with local veterans' organizations to bring in veterans to the company for employment. As for the current opportunities, the company does look to hire a diverse workforce and they reach out to women and minorities in the community when looking to hire. The company also offers in-house training and tuition reimbursement to their works.

Dowling explained that the company has 50 stores in Massachusetts, all of which are currently hiring. The company hires many temporary associates but a majority of these temporary employees are brought on full-time and promoted to managerial positions. The company also has a program called "Home Depot University" which helps to give their employees the skills needed to work in customer service and with people.

**<u>Topics addressed in response to questions by Commissioners</u>:**

**Age of Workers: Bonnie Posnak** explained that the average age of the employees at her company in Lowell is 52 years old. She explained that she will have a number of employees retiring at the same time and they have started to bring in younger workers. She explained that, in her experience, they look to bring in someone who will fit in with the company's culture and do their job. When she gets hundreds of applicants for one position, she doesn't have this opportunity to consider the individuals who may not be the best fit but have the attitude to work at the company. Posnak explained that when they are not able to hire an outside candidate, they do usually look to promote from within and give that employee the training and support needed to fill the new position.

**Local Education Institutions: Bonnie Posnak** explained that Middlesex Community College and UMass Lowell have been great to work with and that they have been a great resource for finding skilled candidates and also to help train incumbent workers.

**Maureen Fitzpatrick** explained that the area colleges have been very proactive in creating important training programs and her company's partnership with these local colleges has been incredibly helpful.

**Lisa Dowling** explained that through her work with Middlesex Community College, she has been able to recruit workers but also has had the opportunity to go back to the classroom and speak to the students to help prepare them for the workforce.

**PUBLIC TESTIMONY**

**Dr. Carole Cowan, President of Middlesex Community College: Dr. Carole Cowan** explained that Middlesex Community College is a comprehensive academic institution in the state with 30,000 students seeking credit and many additional non-credit workforce students.

Dr. Cowan explained that MSCC actively works to partner with local hiring officials and businesses so they can develop the programs needed to train the local workforce with the skills necessary for employment. She explained that their goal is to help provide local businesses with a strong workforce to meet the particular business needs in the region.

Dr. Cowan told the group that recently the 15 state colleges worked together to secure a $20 million grant to develop accelerated learning and training programs for the state's workforce and residents. Dr. Cowan told the group that 15 years ago, MSCC wrote a business plan and was given the opportunity to run the operation of the career center located in Woburn. That business plan highlighted the important connection between the community colleges and the department of labor to assess the skills needed for the region's workforce and match up the workers in the area with the current open positions. She explained that they were the first community college in the country to be granted the ability to do this and they have also recently been granted the contract to run the one-stop career center in Cambridge in addition to Woburn. She explained that they work closely with the local community to generate new ideas on how community colleges should be managed and to promote workforce development in the region.

**Topics addressed in response to questions by Commissioners:**

**Developing Training Programs: Dr. Carole Cowan** explained that MSCC has a team of people focused on working with area businesses to know when new jobs are available in the area and what skills are needed for these positions. Dr. Cowan also explained that they work with the local career centers, workforce investment boards, and chambers of commerce to help identify what training programs are needed at the time.

**Training Equipment and Resources: Dr. Carole Cowan** explained that she works with local industry leaders, like those in the advanced manufacturing industry, and develops a partnership so they can bring in the faculty and students needed for training in the industry. They have also helped train students on homeland security and TSA regulations using MassPort facilities.

**Student Body: Dr. Carole Cowan** explained that the average age of students is 25-26 years old. MSCC does also get many HS students and developmental education groups. She reports that a majority of the students have gone to join the workforce and realized that they need additional skills and training to be successful and come back to MSCC for that training.

**Connie Martin, Associate Executive Director of Community Resources, Community Teamwork: Connie Martin** explained that she works for an anti-poverty agency focused on working to fill entry level positions with low income individuals. She explained that her company has seen the impact that unemployment and underemployment have on quality of life and family stability. She explained that in addition to the traditional challenges, there are also many barriers that are not considered part of the workforce world.

Martin explained that the workforce development division of her organization worked for four years with employers and clients looking for employment at the entry level positions available in the area. She explained that low income individuals have trouble accessing training programs or educational programs. She explained that many report additional barriers to employment, including finding affordable childcare and transportation.

**Adjourned.**

**Jobs Creation Commission**
**New Bedford Regional Hearing**
**New Bedford Whaling Museum**
**March 9, 2012**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Representative Joseph Wagner, Co-Chair
- Mary Kay Browne, Senior Project Director, Executive Office of Elder Affairs
- Justin Sterritt, Executive Office of Housing and Economic Development
- Cheryl Lussier Poppe, Director, Veterans' Programs & Services
- Dr. Alan Clayton-Matthews, Professor and Director of Quantitative Methods, School of Public Policy and Urban Affairs, Northeastern University
- Timothy Sullivan, Legislative & Communications Director, AFL-CIO
- Eileen McAnneny, SVP, Government Affairs at Associated Industries of MA
- Senator Richard Ross, Minority Whip
- George Moriarty, Director, Department of Career Services, Executive Office of Labor and Workforce Development

**Other Attendees:**

- U.S. Congressman Bill Keating
- Mayor of New Bedford, John Mitchell
- Senator Mark Montigny
- Senator Marc Pacheco
- Mary Anne Padien, Michael Wright, Jessica Wall, Emily Fitzmaurice, Office of Senator Karen E. Spilka
- Laurie Taymor-Berry, Survivors Inc.

**Panelists:**

- **Panel One – Individuals Looking for Work & Local Organizations Representing Workers:**
    - Brenda Francis, Greater New Bedford Career Center
    - Joseph Kaufman, recent job seeker, recently employed
    - Anne Marie Hanf, recent job seeker, now gainfully employed
    - Joan Berndt, job seeker
    - Kim McLaughlin, Director of Brockton CareerWorks

- **Panel Two – Local Business Owners & CEOs:**
    - George Matouk, President/CEO, John Matouk & Company
    - David Slutz, President & CEO, Precix, Inc.
    - David DeJesus, Jr., Senior Vice President of Human Resources, Southcoast Hospitals Group

- **Panel 3 – Human Resource Representatives:**
    - Maria Prado, Vice President of Human Resources, Rex-Cut Abrasives

- Timothy Burkhardt, Vice President of Hotel Operations, LaFrance Hospitality Companies
- Don Zimmerman, Vice President of Human Resources, Brockton Area Multi-Services, Inc.

**Senator Karen Spilka** introduces herself to the audience as Senate Chair of the Jobs Creation Commission. She thanks and welcomes the audience, panelists, and Commissioners in attendance. Senator Spilka thanks the New Bedford, Bristol, and Brockton Workforce Investment Boards for their help putting together the hearing and the staff at the New Bedford Whaling Museum for allowing the Commission to convene the hearing at their facilities.

**Senator Mark Montigny** explained that he believes the government can do great things to aid job creation, but the government can also do things to stand in the way of job creation. He noted that the markets handle much of the job creation, but that the government can assist in training and providing infrastructure. Senator Montigny added that sometimes, the government can fall behind the needs of the market. He explained that he believes the Jobs Creation Commission should not pick winners and losers in the private sector, and let businesses compete for funds. He also thought the Commission should listen to the private sector and formulate training decisions based on those job needs.

Senator Montigny said he believes that infrastructure is a key component, especially in the South Coast, which would benefit from a Commuter Rail line. He noted that improving tax policy is not economic development. Instead, Senator Montigny highlighted that building spaces that draw businesses to a location is, instead, an example economic development, citing the experience of the City of New Bedford. New Bedford received government investment and built spaces downtown that drew in the private sector as a result.

**Mayor John Mitchell** introduced himself to the audience and thanked the Jobs Creation for its regional approach. Mayor Mitchell believes a "fault line" exists between Greater Boston and the rest of the Commonwealth, and that the approach of the Commission ought not to be "one size fits all." For example, the suburbs of Boston hold high rates of adults who have attended college, roughly 85%, compared to New Bedford, where roughly 13% of adults have attended college. Mayor Mitchell explained that Greater Boston holds an increasingly educated workforce in a knowledge-based economy, giving examples such as financial services, healthcare, higher education, and tourism industries. He explains that he sees a need to invest in higher education by adding a full scale university in New Bedford, to add to the 3 current institutions of higher education in the area. Mayor Mitchell notes that he is not sure if the government's recent proposal to consolidate the community college system would benefit the New Bedford area of the state, because it would leave Bristol Community College in a difficult position as it tries to grow programs to fit the needs of its area. Further, Mayor Mitchell adds that there is also a need for more adult basic education resources in order for the region to "get up to speed" and become more competitive.

Mayor Mitchell explained that the Greater New Bedford region offers competitive advantages, such as a low cost of housing; open space; and highway and rail connections to cities such as Boston and New York. In addition, its deep water port and its South Terminal Project is key to

position the region as an industrial port to grow its import and export business. Mayor Mitchell reports that New Bedford has been the number one fishing port in the United States for the past 11 years. Finally, offshore wind offers a competitive advantage opportunity, as the region is well-positioned to capitalize on this source.

Mayor Mitchell ended by noting that investment in infrastructure would benefit the region, particularly in ports and a South Coast rail line.

**First Panel – Individuals Looking for Work and Local Organizations Representing Workers:**

**Brenda Francis, Greater New Bedford Career Center: Brenda Francis** explained that the Center services the surrounding 10 towns, serves over 10,000 job seekers, and 500 employers annually to match job seekers and employers. Customers hear about the Career Center through the community, but most of the customers are unemployed and hear about the Center from a Massachusetts state letter referral they receive when they become unemployed. Francis noted that in recent years, there has been a change in customer base as people in their 40s and 50s with strong education and work history are using the Center's services.

According to Francis, the Center supports workers by providing services to assist in networking, developing a job search plan with a counselor, preparing for interviews, obtaining skills assessments, developing computer skills, and obtaining referrals to job openings. The Center has had to adapt its skills to serve the growing range of customers and provide services to these new groups. For example, Francis notes, the Center had to update its workshops on job application skills and computer skills. Many of the Center's customers lack proficiency in computer skills, which is becoming a critical skill both to apply for jobs and to work in a job. Another significant issue, Francis explains, is the high rate of youth unemployment. The Center provides a specific Work Annex geared toward the specific needs of this group.

Further, Francis explains the importance of occupational training. The Center obtains training scholarships using WIA funding. Francis notes that this training not necessarily for everyone. Further, the availability of training funds is extremely limited. The Center partners with community colleges and UMass Dartmouth to assist in this sector. The Career Center thrives on this collaboration with higher education and partnership with local employers in the development of curriculum and placement of clients in on-the-job training. Francis notes that on-the-job training grants have provided clients a great opportunity and showcases a very successful program.

Francis discusses what is lacking in the Career Center. Specifically, Francis mentions the demand for the Center to offer more services does not match the limited Workforce Development resources. The Career Center lost 20 positions in the last 24 months because its stimulus funding ended. Francis believes it is important to note that it takes people to deliver these resources, and clients are best served with one-on-one training. Francis would like to see enhanced marketing of career center services, and coordination at the state level to help matches. Further, she saw a need for better tools to compile the information between job description and job seekers, noting the importance of quick response times. Francis explains the Center has

separate databases but serves high demand industries. The Career Center's current system does not allow us to have good direct match.

**Joseph Kaufman, recent job seeker, recently employed: Joseph Kaufman** discussed his experience working in construction. For a while, he explained, there were very few jobs. Further, if there were jobs, Kaufman's experience showed that obtaining a job in construction is highly based on networking and "who you know," as employers often chose not to take a risk on an individual whose work they have not seen. In the construction industry, Kaufman noted, everything is certified. He went through a weatherization program, but did not complete it because he got a job and had to leave. Kaufman discussed his class of about 15 people in which some people were obtaining licenses in the field. A positive aspect of the class was the networking that occurred. A negative aspect was the long time it took to get in the class because there is a lot of red tape with funding. Kaufman noted that the program was great once he got started. Half the people in the class have jobs in the field right now. One suggestion Kaufman had was that he believed class completion should come with certificate to show employers. Kaufman also noted that there ought to be a partnership with the course and UMass Dartmouth, and he would ideally like to receive college credit for courses he took. Kaufman mentions that he did not attend a four year college, and that he participated in the military reserves. Another suggestion Kaufman has is through his experience at the Career Center, where he believes there ought to be a faster, more streamlined way to apply to multiple positions. He noted that the Center's counseling services were very important to him and his success, giving him hope and a gateway to his goals.

Kaufman obtained employment through a personal connection with an inspector. There are challenges, even with this new position: specifically with money, time, and travel. Kaufman noted that driving up to Boston from New Bedford to make a living is impractical. There is a need for better infrastructure. Also, it would be helpful to have transportation to the Cape and Vineyard. New Bedford has a surplus of carpenters and interpreters. Kaufman questioned why job seekers don't have employers looking for them. Centralizing job search for employers would be helpful. Videotaping interviews so that employers can screen potential employees might also be an added efficiency. Kaufman would also like to see networking between groups or careers, not just one career at a time.

**Anne Marie Hanf, recent job seeker, now gainfully employed: Anne Marie Hanf** discussed how she has had a new job for a month. Prior to 2007, she was employed for a long time but her employer made the decision to relocate and Hanf did not move with the company. She was unemployed from 2007 until a month ago. She explained that her skills are basic and employers were requiring job seekers with intermediate to advanced skills. Hanf took temporary work for 2 years. This was helpful, but she really needed a steady income. Couldn't get this using staffing agency. Hanf went to a Career Center with the goal of changing her career from an administrative assistant to a medical billing/coding/office assistant. The Career Center and her counselor were very helpful and she found training and financial assistance. Further, Hanf graduated from her training with high credentials but, after receiving her credentials Hanf found difficulty obtaining employment because she did not have the experience employers sought. Employers wanted a hire to have a minimum 1-3 years of experience. Hanf suggested creating a program to work with employers to advocate for the inexperienced job seeker – perhaps to allow for internships. She offered to complete an unpaid internship with employers to get experience

but often turned down. Today, Hanf is gainfully employed and found her current position through a career counselor.

**Joan Berndt, job seeker: Joan Berndt** discussed how she is currently unemployed. For many years, Berndt was a stay at home mother with her children with special needs. It has been 17 years since she worked in her field. She is a CPA and has bachelor's degree in business administration with a major in accounting. She also holds a Master's degree. Berndt worked with the career center in Fall River. She faced issues with technology, since her experience was in the 1980s and 1990s. Berndt received help with computer training, interviews, networking, job searching, and resume improvement – noting that in each case, there had been significant changes since she last held employment. She noted that computer training was perhaps the most important piece to her. She tried to keep up with the advancement of technologies at home, but found it much different in classroom setting. She obtained 4 weeks of training in MS Word, Excel, and Powerpoint. She was able to obtain this training through the Attleboro and Taunton Career Centers and wanted more training but there was not enough money for training. Berndt also has a background in the military, and has contacted a veteran's representative in Rhode Island. A major obstacle noted by Berndt is transportation, specifically the need to travel to Boston, where the better paying positions are.

**Kim McLaughlin, Director of Brockton CareerWorks: Kim McLaughlin** explained that CareerWorks established in 1999. It is operated by the UMass Donaghue Institute, which is the economic arm of the President's office. McLaughlin has worked in workforce development for 15 years. Last year, CareerWorks served 7,000 job seekers and 800 businesses. She explained that the key to getting individuals back to work is to encourage them to begin job search immediately. CareerWorks guides job seekers through a career action plan, aligns them with real opportunities for today's marketplace, gives them tools and skills, helps create dynamic resumes, lends advice about personal branding, and assists in interview coaching. She saw an organizational need to fix the lag time in reporting how many people are working, where, and at what wages – but that is difficult to do. McLaughlin noted that a lot of time is spent monitoring and reporting to the state.

**<u>Topics Addressed in Response to Questions by Commissioners</u>:**

**Training: Joseph Kaufman** addressed the ideal length of time of obtaining certification. Kaufman explained that 8 weeks would be better than 16 weeks and that flexible hours are an important aspect.

**Skills Learned from Military Service: Joan Berndt** answered that skills from military service helped in the job search. She explained that the challenge was a lack of relevant experience. **Joseph Kaufman** added that for him the military has given him tenacity, and that it is both a positive and negative quality.

**Coordination: Brenda Francis** explained the need for coordination of outreach to employers. She believed the term "unemployment office" carries a negative connotation and a name change to "employment services" or "career centers" may be helpful. Also, she discussed a need for wage record information, so there can be an accurate portrayal of how Centers help people and can tell employers this information.

**Capacity of Career Centers: Kim McLaughlin** discussed the capacity of career centers, and that counseling services are very helpful. The Brockton CareerWorks Center had to lay off 5 or 6 individuals. The Center developed "mission employment" to streamline services. As the funding continues to shrink, she discusses, counseling will become a thing of the past, unless something changes. Right now, a local WIB is looking to bring in Department of Labor resources. McLaughlin discussed that she is also looking at internships and different kinds of funding streams and wants to keep universal access. She mentioned needing to be nimble enough to adapt to each person who walks in the door. **Brenda Francis** added that her Center is serving more customers with less staff, and that staff is necessary to help with employer services. Francis discussed the need for individuals who can speak in terms of business language.

**Process with Employers: Kim McLaughlin** discussed how the Career Center works to align its services to the industries in the region. This is done through one-on-one recruitments, job fairs, and job postings. This is also done through the simple act of a business reaching out and asking for a specific employee to interview. The Career Center uses a database for employers to connect with the match the Center can provide. Francis added that employer engagement is difficult and that the Center works to provide good referrals. Francis noted that on the job training is a positive way they engage with employers and that it is often difficult to provide information to employers quickly.

**Senator Spilka recognizes Congressman Bill Keating.**

**Congressman Bill Keating** noted that he has spent a significant amount of time listening to people who were looking for jobs, especially through his role on the Small Business Committee and prior role as District Attorney. He also spoke about the region and how excited he is by the progress in job creation especially in manufacturing. As an example, he noted that a manufacturing company in Rockford that grew 25% in one year. Other examples include Ocean Spray's new line for production, New Bedford's Precix, Inc. and their manufacturing of O-rings, New Bedford's Business Park and the green technology produced there, the New England Shirt Company, Cape Wind, and the fishing industry. It is important to maintain these jobs.

At the federal level, Congressman Keating expressed concern with the Commonwealth's education system at all levels. He also expressed concern with the increased demand for employees with STEM backgrounds and the large number of these employees retiring in the near future. Also at the federal level, Congressman Keating discussed the importance of research and development and continuing to fund research and development at small businesses. He reported that Massachusetts is number two in the country after California in regards to utilizing these funds. Also, he noted the importance of implementing tax cuts and credits where necessary to allow for a stimulus of jobs.

In addition, Congressman Keating mentioned a few areas of particular importance including continued support for veterans, increasing funds for small businesses, and the need for significant improvements in transportation. Finally, he noted that if the American Jobs Act is passed, the cost of education would be better shared between the state and federal levels of government.

**Senator Spilka recognized Senator Mark Pacheco and Representatives Antonio Cabral and Robert Koczera.**

**Senator Mark Pacheco** offered his Southeastern Massachusetts perspective to the group. He said that the region's top issue is the Southeast Rail, which will help create jobs in region. It would also make the region competitive with the rest of the state in terms of access to markets and jobs. Second, Senator Pacheco pointed out that Massachusetts leads the country in many areas but more can be done with the trades, specifically with renewable energy and energy efficiency. Senator Pacheco noted that the state needs to invest more in this renewable energy and energy efficiency. Similar, Senator Pacheco noted that the cost of energy is one of the most pressing issues in the Commonwealth. He explained that the state spends over $28 billion to purchase energy annually and 80% of that is purchased from out of state or out of the country – approximately $22 billion leaving Massachusetts. He further explained that the state can do more to keep this money in the state, especially through investment in energy efficiency. In sum, Senator Pacheco recommended working with the clean energy industry to invest in our economy and create jobs; invest in rail; invest in renewable energy; and invest in the trades.

**Representative Robert Koczera** reiterated the importance of bringing the Southeast Rail to the area, which he noted would provide job opportunities, smart growth, and reduce congestion. Representative Koczera said there is an issue with "brain drain" in the region and the Southeast Rail would help the area become more attractive to young professionals because of the affordable housing in the region. He also suggested that the Massachusetts Historic Rehabilitation Tax Credit Program be expanded and targeted to Massachusetts gateway cities, which may in turn increase property values and bring added life in cities. New Bedford, he said, is an example of tangible results of this being a success. In addition, he recommended a capital expenditure and corresponding increase in Bristol Community College due to the area's high unemployment rate and need of the services as more students enroll. Representative Koczera added that this part of the state includes large cities, such as New Bedford, which is the seventh largest in the Commonwealth. This region needs the support of community colleges to have a workforce trained to take on jobs.

**Representatives Antonio Cabral** discussed the language challenges in New Bedford as more information is put online and individuals need assistance. He believed New Bedford should be considered a regional center and discussed the importance of manufacturing in the region. He also mentioned areas he would like to be supported, including the Southeast Rail plan, Bristol Community college, and tax credits (specifically the recommendation to double the credit cap from $50 million to $100 million). Representative Cabral discussed forward funding job creation programs and supporting the concept of not having to apply each and every year.

**<u>Second Panel – Local Business Owners & CEOs</u>:**

**David Slutz, President & CEO, Precix, Inc.: David Slutz** explained that his military aircraft company has been in Massachusetts since 1910 and in-sources practically everything. He added the WIB has been a great resource. Slutz explained that there is a significant increase in demand, especially August of 2009, wherein the company has added 143 people to their team in New Bedford and the payroll has gone up $6 million. He explained that the cost basis for the business is material driven and that indirect costs hit businesses hard, especially medical, disability,

unemployment, and worker's compensation costs. He explained that the benefit of their Massachusetts location is worth the expense of doing business in the state because the best workforce is found in Massachusetts. Another area, Slutz explained, where the state could be more business friendly is through addressing the high cost of energy. The company manufactures parts for windmills but cannot afford 25 cents per kilowatt and the cost per kilowatt is less expensive in states such as Arkansas. In addition, the company would do more to support energy from Cape Wind but lower costs are necessary. Slutz added his company is looking for productivity gains, not necessarily to hire more people. He finished by explaining that productivity is a necessary component of lowering prices, especially in the global market where they compete.

**David DeJesus, Jr., Senior Vice President of Human Resources, South Coast Hospitals Group: David DeJesus, Jr**. explained that his company employs 7,000 people across the employment spectrum in the region's hospitals. DeJesus said there is an increase in demand, especially as the population ages. In addition, he said the significant cost of doing business in the state is with labor and staff. Payroll accounts for $490 million and 63% of the company's revenue. DeJesus explained that the challenge is in finding people who are qualified. The Southeast region is underserved in terms of producing educated people to take on jobs such as nursing, physical therapy, and radiology. He said the company works to develop and invest in their current staff but they must recruit outside the region. He added that the company spends money on college tuition through internal training. In addition, DeJesus discussed School to Career programs, such as job shadowing, interning, and touring to promote health care careers. The company is presently developing training programs to build on this idea. DeJesus also cited the importance of his unique relationship with the WIB, and his past chairmanship of the Greater New Bedford WIB.

**Topics Addressed in Response to Questions by Commissioners:**

**Internship and Job Training Programs Developed by the Employer: David DeJesus, Jr.** said there have been programs that subsidize the wages for the first six months of employment, which provide the opportunity to make a smaller investment in an individual and the chance for both parties to see the individual's performance in the position. **David Slutz** added that an issue on the employer side is their mindset. Sometimes they draft a very specific position to be filled by a very specific person but they will provide additional training. He notes they have had interns work out and this works to help create the next generation of employees. He explained that this is crucial as the workforce will be aging out in the next 15 years. Slutz also mentions the importance of vocational high schools and the training received there for machinists they employ.

**Career Center Utilization: David Slutz** described the importance of increasing marketing and relationships between businesses and Career Centers. He reported personally experiencing a positive relationship with the Career Center, which results in the utilization of it to hire individuals. This interaction started face to face. He added that the Governor's recent visit drew business people and their attention to the Career Center recently, which also seemed to be effective. **David DeJesus, Jr**. added that Career Centers are very important and are also effective because they screen applicants, which is a cost saver for business.

**Community College Coordination and Course Development: David DeJesus, Jr.** discussed his company's partnership with UMass Dartmouth and Bristol Community College and expressed that there has been a positive outcome on their ability to develop courses responsive to the needs of the employer. He said they combine local responsiveness with statewide coordination and planning to accomplish this. He explained that as people retire the needs for these employees will increase and that he sees these programs becoming more important. DeJesus suggested that there could be a statewide system to analyze the present workforce and the programs that feed that workforce, and also look at the turnover in the state of jobs in demand, such as physical therapists, who are difficult to find.

**Third Panel – Human Resources Representatives:**

**Mary Kelly, Human Resources Manager, LaFrance Hospitality Companies: Mary Kelly** explained that she joined the LaFrance Hospitality Company about two weeks ago. The company aims to hire the best, customer-driven employees, and today employs over 400 people over 10 different properties, including hotels, restaurants, and banquet facilities from Maine to Massachusetts. Kelly described a low turnover rate with her company, which may be associated with the business being family owned and the Mr. LaFrance himself personally calling her to welcome her aboard. The company hires on an as-needed basis, which would increase if another property was opened or if sales revenue drastically increased. The company hires service workers, wait staff, chefs, prep cooks, servers, front desk staff, maintenance, and customer service positions. These are mainly entry-level, which works well for the company. If they wish to hire but cannot find a match for their needs, Kelly said they work with the local Career Center, like they did when they opened a hotel in New Bedford. She explained that the company received almost $1m in tax credits by working collaboratively with the state. Kelly explained that the company had a wonderful experience with the Career Center. In addition, the company trains their own workforce in a hands-on approach. Most employees are seasoned and willing to be trained, which contributes to their success. Kelly explained that the majority of employees are coming from high school and 80% of the time this is their first position.

**Maria Prado, Vice President of Human Resources, Rex-Cut Abrasives: Maria Prado** said that Rex-Cut Abrasives is a 100% employee owned company, and that every employee is a shareholder. The company produces abrasive products, such as finishing wheels for use on stainless steel, aluminum, metals, etc. Prado explained the company purchases its raw materials in the United States and exports over 20% of its business. She said the company only hires when they feel confident they are creating sustainable positions for the future because they distribute shares to all employees. Prado explained that the company hires new employees as a result of growth and cited that some employees are over 70 years of age. Last year, the company grew 27% and is doing well. Typically, Rex-Cut Abrasives hires and promotes from within the company. Most of the senior staff, including the VP of Sales and Marketing, came from the manufacturing floor. When Prado hires from outside the company, she uses the Career Center as the first stop. She said they maintain a good relationship and finds the Center helpful to the business' needs. The challenges that arise with the Career Center seem to be internal within the Center, due to their antiquated working system and difficulty to find specific skills. If a match cannot be made with the Career Center, the employer utilizes online websites such as Craigslist.com, Indeed.com, and Monster.com. In addition, Prado said that Workforce Training

Funds have been helpful, but site-specific training is necessary too and that some of the funds available are not site-specific. Some more mature employees could use assistance in electronics and automation and funds are not available to assist in these areas. Prado added that job creation starts with business and if the state helps business, business will help the state.

**Don Zimmerman, Vice President of Human Resources, Brockton Area Multi-Services, Inc.: Don Zimmerman** explained Brockton Area Multi-Services, Inc. (BAMSI) provides services dedicated to improving individuals' lives and their sense of self-worth, such as mental health services. BAMSI has programs and locations in 35 communities across the Commonwealth, and is funded through state contracts. The services provided depend on the availability of funding. Zimmerman noted that class action litigations and settlements have resulted in hundreds of people having to find care in group homes (rather than being institutionalized). Group homes provide employment opportunities, although there are limited state and federal funds. Zimmerman said BAMSI will not move their services outside the Commonwealth because they serve the people here. In addition, he added that BAMSI employs over 1,400 people and has a budget of over $50 million. They hire specialized health and human service workers, such as care coordinators and people who provide direct living assistance. These employees must past a CORI and driving check. Nurses, speech therapists, and mental health clinicians must also have specialized training and education, which can be challenging. He noted that these jobs tend to be the most difficult to fill because of the tremendous demand, low supply, and low salaries and benefits. In addition, Zimmerman said skills in English writing, math, and computers are important and further that BAMSI only accepts applications online. Further, he explained that characteristics such as patience, honesty, reliability, and the ability to pay attention to detail prove to be important. BAMSI has an extensive orientation and training program, even for positions that only require a high school diploma. In addition, Zimmerman noted that BAMSI coordinates these needs with local colleges in addition to working with volunteers and interns.

**Topics Addressed in Response to Questions by Commissioners:**

**Businesses' Coordination with and Use of Career Centers: Maria Prado** explained that the lack of upgraded systems poses an issue for businesses to utilize Career Centers, and if that were to be improved, businesses would be able to better coordinate and utilize the Center as a resource.

**Prior Experience Requirements: Don Zimmerman** explained that a one year prior experience requirement for human service positions is an economic reality. He explains there is a lot of competition and many people qualify for these jobs, especially with the unemployment rate. BAMSI looks for experience in hiring, especially in light of the industry they are hiring for, as providing for disabled people is not a job suited for everyone.

**Public Testimony:**

**Bristol County District Attorney Sam Sutter: Sam Sutter** said that challenges in economic development and job creation face this region. First, there is a need to make progress in the educational attainment at the high school level. New Bedford's graduation rate is about 55%, and Fall River's is about 77%. Sutter explained that there is an inescapable connection between

education level and length of time an individual remains unemployed. Second, there is a need to reignite the manufacturing center of the region. Sutter said the Commonwealth must attract knowledge based businesses in order to find success.

**Peter Muise, President & CEO at First Citizens' Federal Credit Union: Peter Muise** reported that First Citizens' Federal Credit Union employs 160 employees over an area encompassing Taunton, New Bedford, and Orleans. Muise is also the current Chairman of the Greater New Bedford WIB, which has been designated by Governor Patrick's Administration as high performing. He reported successful collaborations between businesses, community based organizations and partnerships with the Mayor's Office. Muise described three priority areas for the south coast: health care, manufacturing, and clean energy and the important role of increasing productivity to allow for these businesses to grow. In addition, he found that coordination and collaboration with other regions has been helpful, for example, in securing grants to provide education and training. He noted graduation rates and adult literacy need improvement in the region. Muise described additional areas that will pose challenges, including computers and infrastructure needs with the Career Center (especially to provide better and more accurate responses to businesses).

**Zoe Bosa, Job Seeker: Zoe Bosa** explains she has been unemployed since 2008, and that her search for employment has been extremely challenging. She has worked in finance in New York for over 25 years with the Bank of New York but went back to school and changed careers. Bosa said she received her Master's degree in health care but no one will hire her because she does not have the experience. She explained that she understands everyone wants job creation, but this is especially challenging for someone like her who has been unemployed. Bosa said she is now in debt, and did not find help through Career Center in New Bedford. Today, she said she is overqualified for a teller position and finds herself unemployed and in her current, unfortunate position. Bosa suggested the idea to give incentives to companies to hire unemployed individuals.

**Adjourned.**

**Jobs Creation Commission**
**Framingham Regional Hearing**
**Framingham Public Library**
**April 13, 2012**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Senator Richard Ross
- Dr. Alan Clayton-Matthews, Professor and Director of Quantitative Methods, School of Public Policy & Urban Affairs, Northeastern University
- Eileen McAnneny, Senior Vice President and Associate General Counsel at Associated Industries of MA
- Mary Kay Browne, Executive Office of Elder Affairs
- Tim Sullivan, Legislative and Communications Director of the Massachusetts AFL-CIO
- Justin Sterritt, Executive Office of Housing and Economic Development

**Other Attendees:**

- Representative Tom Sannicandro
- Representative Chris Walsh
- Mary Anne Padien, Office of Senator Spilka
- Michael Wright, Office of Senator Spilka
- Marianne Conboy, Office of Senator Spilka
- Jessica Wall, Office of Senator Spilka

**Panelists:**

- **Panel 1 – Individuals Looking for Work & Local Organizations Representing Workers:**
    - Ellie Rose, Career Center Director, Employment and Training Resources
    - Arthur Strafuss, Job Seeker from Wayland
    - Deborah Nowlin, Job Seeker from Mansfield
    - Sue Parsons, Job Seeker from Newton

- **Panel 2 – Local Business Owners & CEOs:**
    - Andrei Soren, CEO, MetroWest Medical Center
    - Donna Kelleher, President, Next Generation Children's Center
    - Phillip Holman, President and Owner, Fourstar Connections, Inc.

- **Panel 3 – Human Resource Representatives:**
    - Laura Edwards, Human Resource Manager, Nuance Communications, Inc.
    - Mary Jane Baer, Director of US Recruiting and I&D, National Grid
    - Maureen Huffam, Senior Vice President of Human Resources, Conservation Services Group
    - Naomi Covino, Vice President of Human Resources, MathWorks

**Senator Spilka:** Senator Spilka welcomed all attending and explained the background of the Jobs Creation Commission, its mission, its regional hearings, and its Boston meetings. Senator Spilka explained that co-chair of the Jobs Creation Commission, Representative Joseph Wagner, may not attend due to an incident in Chicopee.

**First Panel - Individuals Looking for Work & Local Organizations Representing Workers:**

**Ellie Rose, Career Center Director, Employment and Training Resources: Ellie Rose** described her role as Career Center Director, overseeing the Metro South/West Career Centers. Rose explained the Center often assists individuals who are economically disadvantaged, but there is equal access to everyone. Many customers at the Center are underemployed: working, but still job searching. The Center provides workshops, training, and one-on-one counseling. Job seekers are utilizing workshops the most, Rose explained, specifically computer lab workshops. These free training sessions improve customer's knowledge to utilize programs such as Access and Excel, and these classes become completely full soon after they are offered. This creates the most frequent complaint from customers: that they cannot get into computer workshops, due to the space and staff limitations. Rose described the need for more computer workshops and how Skype can be utilized to branch out to individuals participating at home. Another useful workshop that is offered is resume development, which offers suggestions on how to create or update a resume, which often opens doors for customers. Further, LinkedIn workshops also improve results for customers; Rose explains many who have taken this seminar have found a job after learning how to use this tool. Rose described that another tool that the Center wishes to offer is individualized coaching, similar to that offered by a life coach, for customers.

Rose reported that barriers include the large number of people applying for jobs, resulting in employers who can be very picky. Rose explains that employers feel they can ask questions that she argues, they should not be asking. Further, she explains she would like to take a deeper look into what employers need and how the Center can match those needs, especially utilizing community colleges and vocational schools. She says that when the Center sees a gap, they try to fill it. In order to progress, she said the Commonwealth ought to spur more collaboration between economic development and workforce development, which are parallel interests. The two need to have closer relationships.

**Deborah Nowlin, Job Seeker from Mansfield, MA**: **Deborah Nowlin** described herself as a worker over the age of 50 who was once COO. Nowlin explained that she is originally from New York and has been in Massachusetts for over 20 years and loves living in the Commonwealth. Nowlin explained that she found the services most utilized at the Career Center are for computer skills, as nearly everyone uses these skills on some level. Specifically in computer workshops, the Center had access to new accounting systems, which help align with her background in accounting operations and provide the opportunity to take a practice lab to gain this proficiency. Nowlin explained that the most effective tool of the Center is its staff, who she described as understanding, patient, and knowledgeable in light of what can be an embarrassing position for job seekers, who can struggle and question their value in society as they seek employment. At Career Centers, Nowlin said, more staff is needed. Further, she described there seems to be a stigma associated with Career Centers, which many refer to as the

"Unemployment Office" colloquially. Another issue she sees with Centers is how orientation is not a requirement, and it ought to be required as it is especially helpful.

Nowlin described the barriers she faces in finding a job. For each position posted, she described that anywhere between 75 to 200 people apply and getting in the door proves to be a major challenge. Also, she said that the age bias is an issue as more of the hiring forces are younger. Younger people, Nowlin explained, often have the hard skills but lack the soft skills. Another issue she faces is with how her job is essentially relabeled from her time of employment. Nowlin said one would not know that their job title has changed without researching the postings in depth. She explained that she cannot lie about her previous title on a resume, so she has to find a way to prove that she possesses the equivalent skills.

Nowlin said that progress can be supported by more Career Centers. Career Centers collaborate with Community Colleges and are very forthcoming about training. These Centers need more space and more technology. Nowlin identified Skype as a possible resource to further stretch the outreach of Centers.

**Arthur Strafuss, Job Seeker from Wayland, MA: Arthur Strafuss** explained that the past 20 years, he has worked in education. He has used online networking as a tool to acquire employment and explained that for the past year, he has been underemployed. Strafuss explained that although he is very current with the technology he teaches, for example database management, it is difficult to find another part time or full time position. Strafuss described the challenge of balancing his schedule, and how one can never make up the loss of benefits from a full time position. He further explained that he is over 50 years old and a Vietnam Veteran, but that in applications, he cannot write this. Rather, he phrases his service under terms like "decorated veteran," so that he is not aged by listing his specific time of service. Another experience he deemphasized on his resume was his time at nonprofit schools in Massachusetts that have been under investigation both statewide and federally. Strafuss gave additional detail to the challenge of age in job searching and said he can 'wow' employers in a phone interview, but when he comes into the interview their expression changes. He describes his need for some help to negotiate through this time, because he has a lot to give and loves education.

**Sue Parsons, Job Seeker, Newton, MA: Sue Parsons** described herself a newly unemployed job seeker over the age of 50. Parsons described the difficulty of losing her job, especially the loss of her and her family's income, her sense of worth, and the network of people she once saw every day at work. Parsons described this as her third bout of unemployment she has experienced and this instance is more positive than the other times. Parsons explained that in this instance, she has been productive and able to identify her skills and experiences. Further, rather than simply revamping her resume, Parsons reported that she is also updating her skills. About three times a week, she utilizes the Career Center for workshops, especially with networking, computer skills, and job searching. If it were not for the One Stop Career Centers, she explained, she would be stuck at home. She said her approach in finding her next job is focused on networking, rather than simply mailing a resume. Her Career Center counselor has been influential in supporting this concept and her focus in her job search.

Parsons discussed the role of the Commonwealth could be used to prepare workers for unfilled jobs as businesses expand. The Career Centers need consistent funding and space and also expanded job training and retraining. Further, Parsons added that further advocating at the federal level would be beneficial to getting Americans back to work, i.e. WIFA. Parsons explained that the Commonwealth ought to invest in human capital and get people back to work.

**Topics Addressed in Response to Questions by Commissioners:**

**Finding job openings and networking: Ellie Rose** explained that job openings and connections are found through the Career Center's service team, which utilizes Jobquest in many instances. Also, the Center creates assessments for customers who arrive with skills but cannot find work. For example, Rose said the Career Center counselor examines the labor market and asks the customer to make an educated decision given that information.

**Age Bias: Ellie Rose** explained that although an age bias exists for older workers, currently many employers finding jobs are over the age of 45. Older workers are finding jobs faster than the younger workers in Rose's experience. She suggested that perhaps this can be attributed to younger workers lacking soft skills such as socialization and 'cubicle etiquette.'

**Internships: Ellie Rose** discussed the usefulness of on-the-job training and gave the example of an emergency grant that came from the Commonwealth. Employers are fond of this because it can offset some of the salary costs while giving them the opportunity to train the person and see if they fit in their culture. For example, she explained, in states like Virginia and Georgia, people can collect unemployment benefits while working for a company for six weeks. Rose discussed how her peers are very interested in doing this. She gave the example of an instance where an individual went to a spa, did their marketing and their customers doubled. As a result, the company hired her. This would also be beneficial to individuals because a two year gap without work on a resume is negative.

**Deborah Nowlin** supported Rose's points about internships benefitting individuals to keep their skills sharp, especially considering that most internships are set up for enrolled undergraduate and graduate students.

**Arthur Strafuss** added that an internship program can affect how a worker feels by providing them something to do during the day. For every age group, he said, this would be beneficial.

**Senator Karen Spilka introduced Senator Richard Ross: Senator Richard Ross** explained that there are policy issues but he certainly has compassion for everyone's stories. Senator Ross said he has met many people who have lost a job or are significantly underemployed. For example, a friend had a great management job and is now stocking shelves at Shaw's. He added that creative solutions are needed by the government. Senator Ross thanked everyone for sharing their stories.

**Senator Karen Spilka acknowledged Representative Chris Walsh: Representative Chris Walsh** thanked the Commission and public.

**Career Center Constraints: Ellie Rose** explained that every year the Career Center faces funding cuts and challenges, while costs increase. The Center seeks federal emergency grants in addition to state funding. She said that when funding is cut, the Center loses staff and it is very difficult to replace the staff. Further, she explained that the Center recently learned that individuals collecting long term unemployment benefits must attend a seminar at the Center. Accordingly, the needs of the Center are on the rise, while the funding is inconsistent. It takes a significant amount of time for the Center to hire a new employee. Rose discussed that it took a year to bring on a new manager, for example.

**Second Panel – Local Business Owners & CEOs:**

**Donna Kelleher, President, Next Generation Children's Center: Donna Kelleher** explained that she owns many day care centers, and has opened two schools in the past five years. Next Generation Children's Center is a major employer in its field and works with children from ages spanning 2 months to kindergarten. Next Generation has seen a decrease in its services in the past two years according to Kelleher: either parents are not working and do not need care or perhaps more are deciding to stay at home. Recently, though, Kelleher reports that there is a baby boom and an upswing currently and employment levels are increasing back to the level of 2008.

In regards to the cost of doing business in this region, the continually expanding regulations being integrated from the Department of Education prove to have a significant impact on Next Generation as many resources are expended to meet these changes. Kelleher described that Next Generation uses many of its resources to meet compliance with these regulations, which is essentially an unreported cost of doing business in the state as the business learns how to do more with less. In the case of Next Generation, Kelleher discussed how their core business cannot be sacrificed in order to meet the administrative side of meeting the demands of the state. Accordingly, the corporate leadership team adapts to do more with less. Another roadblock encountered by Next Generation is the municipal level litigation to open a school in a town. Kelleher described that in one town, it took four years to get through the litigation and gain approval. Last, Kelleher explained that maintaining staff levels can be a challenge due to state regulations requiring 75% of teachers to have bachelor's degrees. Many who earn teaching degrees aim to work in schools not early childhood education, which creates a compliance challenge to find staff to meet this requirment.

**Andrei Soren, CEO, MetroWest Medical Center: Andrei Soren** described that MetroWest Medical Center employs over 2,500 people and is a significant, local employer. The MetroWest Medical Center serves over 200,000 people. Currently, he explained that there is a significant amount of change in health care, which creates uncertainty in the field. Soren explained that it is nearly impossible to plan what services will be needed and provided. He said that the MetroWest Medical Center does know is that they hire individuals with high levels of education into their positions, which allows the Center to utilize that individual for multiple purposes. Soren agreed with the theme that very young employees have a deficit of soft skills. He described the differences between older and younger employees to be the difference between day and night. Older employees, individuals over the age of 60, he said, have a higher level of energy, experience, and ability to work in complex environments and pressures.

Regarding the costs of doing business in the Commonwealth, he explained that MetroWest Medical Center has a payroll cost of 60%, while most other hospitals have that figure closer to 50%. That 10% difference, which signifies the higher cost of labor in the Commonwealth, makes a huge difference. If the figure was lower to the level of other states, it would allow business growth to occur with greater ease. Soren identified this is a mixed blessing: one of the reasons why individuals do not move out of the Commonwealth is that in-state, they may earn $100,000, but if they moved to Arizona, that figure would be closer to $70,000. In addition, Soren added that medicine has historically been an unproductive environment, but currently medicine is moving toward being more profit driven. Processes are being streamlined, time is being gained, and resources are being reallocated. Soren explained that nurses spend less than 40% of their time at the bedside and that much of their responsibility is handling paperwork associated with their position for the benefit of the patient, which he said seems outrageous.

**Phillip Holman, President/Owner, Fourstar Connections, Inc.: Phillip Holmann** described himself as the owner of a contract manufacturing company that specializes in custom cable assemblies that has been in the business for 25 years. The company has global sourcing challenges. He described a drop in the business' employee base: in 2005 the number of employees dropped to 55, and in 2009, there was a 40% reduction in workload. This year, the prospects are more positive and the business successfully grew a little.

Challenges to grow in the Commonwealth are partially due to the business' position in the global market. Holman said Fourstar Connections, Inc. lost $2 million last year to outsourcing to low cost regions, and that after 2000 many competitors went to China. He explained that his business had to reinvent itself in order to survive. Northeast competitors who have built a facility in Mexico can bid much lower. Fourstar Connections, Inc. is trying to sell at a higher rate while maintaining and replacing its core business. He explained that it is a real challenge to grow in this economy, especially when working against competitors with lower costs. He added that is seems that everything is going to Mexico now instead of China.

The business recently had its first profitable quarter since 2006. The impacts of economic instability recently were difficult for the employees of the business. Holman explained that they did not want to break up core capability, so a 'rolling layoff' tactic was implemented to ask employed to take off time in one week increments so they could collect unemployment. They also tried the tactic of job sharing but that was not successful. He also added that all the money that is spent on unemployment comes back to the employer as a surcharge. Holman described there was a $130,000 deficit on its account balance as a result. Now, that figure is down to $67,000 owed. Holman noted that he believes the Massachusetts unemployment tax is frontloaded. Holman explained that the bottom line is that the business cannot make money in the first quarter because it has to pay this surcharge. He described that businesses are essentially punished for trying to keep their employees.

Holman added that in the past Fourstar Connections, Inc. has applied for workforce training grants and has worked with the Massachusetts Manufacturing Extension Partnership. There are many certifications and registrations involved in the business and many people need to be put in training classes. He explained that the business cannot charge its customers for that and that if

the company had to pay, it would not be profitable. He described that there has been a positive change and currently there is more money available for these workforce training grants, which are essential for his business to survive.

**Topics Addressed in Response to Questions by Commissioners:**

**Training and Funding: Phillip Holman** explained that in regards to who does the training, often it is by individuals from the Massachusetts Manufacturing Extension Partnership. Holman also explained that his business has received assistance from the Small Business Association through low interest loans. Holman described how his business uses a lot of technology and these loans ensured all employees had PCs. When his business went to the bank in 2012, they could not get loans again and the Small Business Association was absolutely critical.

Holman also mentioned that in regards to training and labor costs, the difference in his industry is not the quality of the work but in the simple cost of the labor. He explained that in Mexico the cost is about $5 per hour and in China the cost is $1 per hour while on his floor it is $18.80 per hour. He described the difficulty his business experiences in terms of the cost of the labor not in the quality of the product made.

**Internship Programs: Donna Kelleher** explained that Next Generation has been doing some internship programming, but because of the cost of regulations associated with working with children it is very limited. Kelleher added that colleges have opened their own day care centers within the colleges, which has drained a lot of that experience and exposure.

**Andrei Soren** explained that he did not see much existing for internships with older employees currently. He brought up the point that if someone is an intern and they do not receive a job, they might be able to sue for age discrimination. But, on the positive side, Soren added that in health care, the ability to test someone for a while before they are hired would be valuable.

**Phillip Holman** said a model where unemployed individuals with skills could be placed in internships subsidized by the government would be valuable. But he sees an issue wherein if the business can get the work for free through interns, why would they hire a person? He adds that if he can receive a work share individual ahead of time it would be a fantastic opportunity and it is a shame that unemployment would prevent that.

**Health Care: Andrei Soren** believed that the significant changes in health care and payment reform will not result in less health care. Rather, Soren explained that he believes we will see more done in the physician's office rather than the hospital. There may be a reduction in workforce as a result but he sees the focus of the result being in hospitals providing care for those in a severe state and an increase overall in preventative care.

In regards to health care, Soren believed it is very important for the Commission to look into education. He explained there needs to be a match between the community colleges courses and what the hospitals are hiring for. Proximity to colleges does help. Further, Soren discussed value clusters: for example, he said it would be difficult for a biotech startup to begin here rather than Cambridge and it is important to tailor the strength of the regions to where that development

is happening. For example, he said, the MetroWest has different needs than New Bedford and in that sense proximity does matter.

**Credentials: Phillip Holman** explained that when training occurs across industries and across the borders of countries it is helpful to create standards of credentials, citing the example of military J "joint" standard specifications. Although Holman sees the benefits, he explained he is not sure how that would be successfully legislated.

**Third Panel – Human Resources Representatives:**

**Maryjane Baer, Director of US Recruiting and I&D, National Grid: Maryjane Baer** explained that National Grid employs 17,000 employees in four states, many of which are in Massachusetts. She pointed out that she was unemployed for over a year and is over the age of 50. Baer discussed how the average age of a National Grid worker is 46 years of age. National Grid aims to hire experienced workers and although the company tries to bring diversity through its people, organizational vitality can come from many areas. National Grid has a very low turnover rate but there are many 'baby boomers' who are retiring. The company is hiring to replace those employees; in other words hiring but not adding jobs. In the next decade, Baer discussed that there will be a major need for engineers. The company is looking for veterans, engineers, people with technical skills, people with financial skills and people with knowledge in Sigma Six, for example. In addition, the company is looking for people with a bachelor's degree and drive. Some jobs need very specific skill sets, and the organization is looking to hire for those specific requirements. This also assists in the company's overall efficiency. She explained that when National Grid cannot find an exact match sometime they look internally to promote from within and build back the other job. In management positions, there is the option to hire someone who has soft skills and not the technical skills (and vice versa). Both internal and external training are used to meet the company's personnel needs. In addition, the company is beginning to become involved in STEM programs. Baer explained that National Grid will begin its third year of an engineering pipeline program for high school students this summer, building those skills from the ground up.

**Maureen Huffam, Senior Vice President of Human Resources, Conservation Services Group: Maureen Huffam** explained that Conservation Services Group is a national leader in providing programs for energy efficiency with 800 employees nationwide, 300 of which are in Massachusetts. Huffam discussed that Conservation Services Group has clients such as National Grid, NSTAR, and Mass-Save programs, and serves as consultants. The company has increased its workforce significantly in the past four years and especially looks for people with building sciences backgrounds. A lot of the company's positions require a combined skill set and currently the company needs people with STEM background. Currently, Conservation Services Group cannot do internal training to fill positions. In regards to the company's work conducting home energy audits, those positions are trained internally for six months. For these jobs, she discussed that the company is looking for individuals with good customer service, math, and computer skills. In addition, Huffman explained that Conservation Services Group looks for a diverse workforce to represent the communities they serve. Due to the nature of the work wherein employees enter people's homes, background checks and drug testing are conducted.

Huffman explained that it is difficult to find individuals who meet these two criteria, and have their own, reliable mode of transportation.

**Laura Edwards, Human Resource Manager, Nuance Communications Inc.: Laura Edwards** discussed her current role and the company's goal to support transcriptionists. Currently, she does not work in recruiting but she did recently. Currently, Nuance Communications is hiring. To work at the company, an individual must go through training and pass a test. Edwards discussed how the average unemployed individual does not possess the skills to pass the training and test. The skills and experience of being a medical transcriptionist combine to be the right match for their open positions. If there is not an exact match, the company would decline the application. Edwards also mentioned that when looking at applicants, if there is a year without working or essentially blank it is interpreted as a sign that the individual does not have the level of motivation necessary to be hired by her company.

**Topics Addressed in Response to Questions by Commissioners:**

**Community Colleges: Laura Edwards, Maryjane Baer**, and **Maureen Huffam** agreed that Career Centers need more funding. Huffam explained that Conservation Services Group works with Centers frequently.

**STEM and Training: Maryjane Baer** discussed National Grid's interest in creating STEM pipelines, due to how the entire engineering industry is focused on STEM. About three years ago, the company started the program as a way to infuse high school schools in its service territories. The program has a six year span and 15 students are sponsored in each area. During high school they take part in training in-house and in college these students are taken in as interns. Accordingly, Baer explains, the company hopes these students are prepared for a job with the company.

**Senator Karen Spilka recognizes Jim Stanton, Director, Leadership Initiatives for Teaching & Technology at Partnerships for a Skilled Workforce**

**Stimulus Funds: Maureen Huffman** explained that she believes the industry demand in the future will have growth. Huffman added that there needs to be policy and advocacy around that. There has been a slow, steady growth of about 10 to 15 percent every year. Not only does this offer growth for Conservation Services Group, it also creates opportunities for the secondary workforce of contractors who implement the recommendations.

**<u>Public Testimony</u>:**

**Jim Lynch, Superintendent-Director at South Middlesex Regional Vocational Technical School District: Jim Lyn**ch explained that his district includes 14 vocational programs, 700 day students, 400 to 600 registered night students, enrichment programs, and workforce development for displaced workers. Lynch is also involved in the MA Association of Vocational Administrators and the MetroWest Chamber of Commerce. Lynch added that there is a new Associate Commissioner for Vocational, Workforce and College Readiness Programs at the Massachusetts Department of Education, Patricia Gregson, which has been supported by Lt. Governor Murray and the Administration in a major way. This position is supposed to tie in

together college and career readiness and/or a college/postsecondary education, which ties together the career and technical educational components in the Commonwealth. This model, Lynch explained is the best in the country, with 18 regional vocational technical schools (eight being in the largest cities). Lynch described this as a network of career and technical education in secondary and postsecondary facilities working in synch and explained that he believed that as we work to get people back to work this training is very important.

**Jim Turner, Representative for the Carpenter's Union: Jim Turner** explained that he believes it is not so much about the training of individuals, it is about the jobs. He explained that currently the Union and other organizations invest time and effort in workforce training, for example with the vocational technical schools and Wentworth Institute. Turner discussed how the union sponsors training at Wentworth and work is counted toward credit in degrees at the institution. The issue is that there are not enough jobs. Turner explained that the union does not have jobs for the students who turn to them, because construction has been hit particularly hard in the economic downturn. Currently, there is between 20 to 60 percent unemployment in the field. Turner discusses how in the Central part of the state, they have had some work, but still, many have been out of work for years. In many cases, he said, jobs are for 2 months or less; the nature of the industry is jobs that are short lived. Turner explained that this makes it very difficult for carpenters and people in the industry to get through.

**John Morrissey, Former Employee of Unilever: John Morrissey** described himself as a former employee of Unilever, a company that left the Commonwealth about a year ago. Morrissey has been unemployed since then. Morrissey discussed how he has been training at a Career Center, has switched careers and next year he will graduate to become a medical assistant. He explained that it has been very helpful to have the people of the Career Center prove and find his abilities, and see if he would be willing to change. Morrissey explained that it feels like he is starting all over again. He added that he understands that resources are limited but the positive work of the Center and the worth of the organization (one he said that has allowed him to turn around and find a new career, go back to school, and complete steps to reach employment) deserves to be funded. Morrissey ended by asking the Commission to please fund Career Centers, and that he greatly appreciates the help he received.

**Jenna Knight, Representing those in the community who are disabled: Jenna Knight** explained that she is speaking on behalf of those in the disability community. Knight discussed how it is much harder for a person with a disability to find a job. In cases where one is turned down for a position, Knight explains that it is difficult to figure whether it was due to their skills, or their disability. At the national level, Knight explained that a disproportionate amount of disabled persons are unemployed, compared to that of the general public. Knight identified many barriers: attitude and misconceptions, inadequate services, and a lack of transportation.

**David Bentley, Job Seeker: David Bentley** discussed how he has been unemployed for over two years, and has been doing job searches. Bentley explained that his benefits ran out at the end of December, and that he believes that age is a problem. In addition, he explained that there is no other state funded assistance for people who have tried to but cannot find a job. Bentley described how he has sought help at the state level and was told that his options are to either move into a shelter or out of state. He did not want to take either of these options and feels as though as a baby boomer he is being left out without any assistance.

**Grace Ross, Activist, The Grace Team: Grace Ross** explained how she has spent nearly two years working with unemployment and job creation with the Grace Team, Massachusetts and the Worcester Unemployment Action Group. Ross discussed how the way unemployment is defined is hurting us and leads to inaccurate reporting. For example, as soon as an individual takes a course they are no longer 'unemployed' for purposes of the definition. Ross explained that, in fact, the unemployment numbers are actually increasing. She added that if the definition of unemployment is not corrected we will end up fighting for job creation that is not reflective of what is really happening. Individuals who are the long term unemployed, Ross explained, are in real trouble and we need to do more. Currently, it may take until the 2030s to return to the number of jobs we had. Ross explained that we must acknowledge that there are very large statistical trends and the statistics must be reframed to become accurate if we are to address the problem in full.

**Chris Horton, Retired Teacher and Volunteer, the Grace Team: Chris Horton** explained that he is a retired teacher and now volunteers with the Grace Team and the Worcester Unemployment Action Group. Horton explained that there is a lot of admirable work being done in workforce development but that is not what will solve the problem. Horton used an analogy to explain this point: that without adding jobs we are coaching people on how to get the last chair in musical chairs and then the last chairs are being pulled away. Horton explained that the jobs are not there and it is important to start listening to everyday people about this. In addition, people are going back to school to train for nursing jobs that are not there upon their graduation. The state has to be serious about job creation he added. He asked the Commission to understand that the media does not reflect what is happening: the economy's state and the lack of jobs is leading to broken families and older people sleeping in cars and freezing. Horton added that it is important to understand that level of the impact of job creation. Further, he added that the solution cannot be found without a fundamental movement or shift. Specifically, he said the government must either hire people directly or have a legally binding commitment to hiring locally to combat the jobs lost to outsourcing.

**Hannah Kermin, Member, Worcester Unemployment Action Group: Hannah Kermin** discussed how she will soon be 26 years of age and works for a minimum wage job at a liquor store. Working for $8.25 per hour, Kermin discusses how difficult it is to get by and be unable to support herself and rely on her parents for support. Kermin explained that she shops at Walmart and the food pantry and that if she quits her position she will not have any income because she cannot receive unemployment. She added that she spend a year with AmeriCorps in community organizing, gaining skills working with computers, volunteers, and a wide variety of situations that have built her soft skills. In addition, Kermin explained that she is a college graduate, receiving a degree from Franklin Pierce, magna cum laude. The issue, she finds is that she cannot get hired because she does not have the experience. Kermin discussed how she will be doing AmeriCorps again this May.

**Joe Dyer, Job Seeker, Bricklayer's Union: Joe Dyer** discussed that as a member of the Bricklayer's Union for over 50 years, he is currently unemployed. He is concerned about jobs in the Worcester area. Many construction jobs are being given to non-union construction outfits coming from different regions of the state, such as New Bedford. Dyer provided an additional

example of the new Wegmans' store where individuals from Canada were given those brick development jobs. Another example, he said is with the jobs at Worcester State Hospital. Dyer explained how there is a lot of hardship with people he knows, for instance a friend lost their house, and another friend had problems with receiving Unemployment assistance. Dyer added that he has seen HUD money brought in to Worcester for projects be taken up by workers from Milford and Wrentham, rather than unions. Dyer discussed how the limitations or caste or class in society results in certain individuals receiving work while others do not. Dyer added that the bottom line is that mismanagement is occurring and that every human being has the need to work in order to have structure in their life.

**Adjourned.**

**Jobs Creation Commission**
**Boston Regional Hearing**
**1199 SEIU**
**May 04, 2012**
**9:00 a.m. to 12:00 p.m.**

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**Commissioners in Attendance:**

- Senator Karen E. Spilka, Co-Chair
- Cheryl Lussier Poppe, Deputy Secretary for Programs, Services, and Personnel, Department of Veterans' Services
- Aaron Tanaka, Boston Workers Alliance
- George Moriarty, Director, Department of Career Services, Executive Office of Labor and Workforce Development
- Secretary Anne Hartstein, Executive Office of Elder Affairs
- Justin Sterritt, Executive Office of Housing and Economic Development
- Tim Sullivan, Legislative and Communications Director of the Massachusetts AFL-CIO
- Eileen McAnneny, Senior Vice President and Associate General Counsel at Associated Industries of Massachusetts

**Other Attendees:**

- Senator Kenneth Donnelly
- Mary Anne Padien, Michael Wright, Ken Wieczerza, Marianne Conboy, Office of Senator Karen Spilka

**Panelists:**

- **Panel 1 – Individuals Looking for Work & Local Organizations Representing Workers:**
    - Angela McCabe, Director, The Work Place
    - Josue Morales, Student at Bunker Hill Community College and Job Seeker from East Boston
    - Hakim Cunningham, Lead Organizer, Boston Workers Alliance
    - Radolpho Fernandez, Job Seeker
    - Antonio De La Serna, President of the Society of Latino Engineers and Scientists and Vice Chair of the Metro North Regional Employment Board

- **Panel 2 – Local Business Owners & CEOs:**
    - Jamie Beard, Counsel & Director of Operations, FastCAP Systems Corporation
    - Joanna Dowling, President, The Custom Group Center for manufacturing Technology

- **Panel 3 – Human Resource Representatives:**
    - Joanne Pokaski, Director of Workforce Development, Beth Israel Deaconess Medical Center
    - Mirembe Asamoah, Director, Boston Staffing Alliance

**Cheryl Lussier Poppe**: Cheryl Poppe introduced herself and explained to the group the purpose of the regional hearing tour and previous hearings. She also read the questions that the Commission asked each of the panelists to discuss during their oral testimony.

**First Panel – Individuals Looking for Work & Local Organizations Representing Workers:**

**Angela McCabe, Director, The Work Place**: **Angela McCabe** explained that the most important thing for the customers and The Work Place is have a face-to-face meeting. She noted that the customers lack access to skills training and that the number of customers far outpaces the amount of funding available. She further noted that one of the biggest challenges is lack of access to education, which is especially important because many new jobs have high education requirements. Traditional entry level jobs in an industry like technology either don't exist or have increased their education requirements. Finally, she mentioned that underfunding challenges the career center system. There has been an increase in customers and a decrease in staff and resources.

**Josue Morales, Student at Bunker Hill Community College and Job Seeker from East Boston**: **Josue Morales** introduced himself as a 24 year old student. He was previously enrolled in Salem State College, but only stayed for one semester. He explained that he was previously employed for 3.5 years, after doing a 6 month internship. After being laid off during company-wide restructuring, he explained that he enrolled at Bunker Hill Community College with the intention to move to a four year college after that.

Josue Morales explained that the career center is very helpful, including getting him an internship at the Massachusetts Clean Energy Center. When on the job market, not having degree is a serious issue and not having referrals or references is also has a negative effect on his ability to find a job.

**Hakim Cunningham, Lead Organizer, Boston Workers Alliance**: **Hakim Cunningham** explained that he has a unique perspective because he has talked with over 1700 people about these issues. The barrier to employment for unemployed associated with the BWA is CORI. CORI issues were noted as a scarlet letter, now and in the future. These CORI issues disproportionately affect African American and Latino men and often stop them from being considered at all. The BWA is working on providing construction opportunities to these CORI workers because construction doesn't discriminate and there is available training.

Hakim Cunningham suggested the need for a neighborhood vocational academy in Dorchester, which would provide some extra resources to level the playing field. In addition, he suggested that the job creation activity for hard-to-serve populations must focus on computer skills, math, reading, and writing classes, as well as, expanded access to pre-apprenticeship and job shadowing programs. He also suggested that there be a review of existing funding, programs, and resources that exist. He recommended the Commission support Senate Bill 1558, filed by Senator Sonia Chang-Diaz, which develops small contractors and works with minority businesses.

**Rodolpho Fernandez , Job Seeker**: **Rodolpho Fernandez** explained that most individuals have skills but if these individuals do not have high school diplomas or job experience they have difficulty getting jobs. He explained that he conducted his job search online and in person and is working with Boston PIC and their mentoring program. They matched him with an internship, and helped him receiving training through volunteer work. He managed to get a community service job working at John Handle Elementary School and believes that the career centers programs are invaluable.

**Antonio De La Serna, President of the Society of Latino Engineers and Scientists and Vice Chair of the Metro North Regional Employment Board: Antonio De La Serna** explained that educational attainment for people of color is a serious obstacle for employment. People of color were noted as disproportionately low income and the least educated demographic group. He mentioned that he often has to search out of state to recruit people of color to meet a company's diversity goals.

**Antonio De La Serna** discussed how education fuels workforce development. Because of high drop-out rates in city schools and limited resources at public schools, students struggle. Ben Franklin Career College and Wentworth University were noted as two private colleges that have recognized the problem and have tried to cater some of their programs to these students, which is a role that community colleges could play. In particular, Franklin and Wentworth are providing remedial education that should have completed at the high school level, but it is necessary to help the students move forward.

**Topics Addressed in Response to Questions by Commissioners:**

**Internship program**: **Josue Morales** explained the internship program that he took part in. The program is one year total with 6 months of basic professional or tech skills and education on how to act in a corporate company. The intern gets college credit and an opportunity to do an internship at different affiliates such as Putnam Investments or State Street. After a 6 month internship, the company can offer to hire you or you can use the training to get another job.

**CORI Issues: Commissioner Aaron Tanaka** mentioned that the 2010 CORI reform law becomes effective soon. He noted that there are some successful programs or strategies in helping people with CORI barriers find work.

**Angela McCabe** explained that The Work Place does have CORI specific programs, which make sure the customer understands his/her transferable skills and how to address CORI issues in an interview. She noted that there are industries that can they can apply to but there are also many industries that they cannot.

**Hakim Cunningham** described how difficult it is to categorize what is a sensitive position and what is a non-sensitive position (with respect to CORI). Some of the most sensitive jobs with respect to CORI are those with the elderly, disabled, youth, or dealing with large sums of money. He suggested that the CORI check should be relevant to the job position at hand and should not cut you out of an opportunity. CORI was noted as a significant barrier to resources. He recommended that perhaps a report on statewide non-sensitive positions would be helpful to this

population. This would help towards getting this population an interview, on-the-job training and providing a supportive environment.

**Hakim Cunningham** also explained that Senator Sonia Chang-Diaz's bill S1558 is a great way to help small and mid-sized contractors that aren't able to access contracting and subcontracting work. Neighbor vocation construction academies were suggested as methods to developing skill sets, promote on-site job training, work on union and non-union sites, and be involved in both commercial and residential work.

**Rodolpho Fernandez** explained that Boston's PIC program or the Diamond Mentoring Program is a great resource for this population.

**Community College Investment**: **Antonio De La Serna** explained that he is involved in building partnerships with area secondary schools and Bunker Hill Community College. The faculty members at Bunker Hill that he works with are personally and professional committed. He noted that the community college system could use an additional level of guidance, especially to track students.

**Second Panel – Local Business Owners & CEOs:**

**Jamie Beard, Counsel & Director of Operations, FastCAP Systems Corporation**: **Jamie Beard** explained that FastCAP is a technology company that creates batteries for high tech vehicles. In hiring, FastCAP looks to hire engineers and scientists, about 80 percent of hires are STEM related. There is high cost associated with stem hiring. The decision to locate in Massachusetts was obvious because the company is an MIT spin-off. She noted that they thought they would have a large job pool, but they have significant problems finding qualified candidates to fill positions - some tech jobs open are open for over 6 months. As an example, she mentioned that in looking for a chemical engineer the company receives one or two applicants, as opposed to openings in business development or finance operations where the company will get dozens or hundreds of applicants.

Jamie Beard further explained that there is a lack of qualified applicants for advanced tech careers. Because of this, the company is forced to hire from abroad. This means that to hire for our most advanced tech positions FastCAP has to hire from Asia and Europe, which requires they have visas and is incredibly burdensome. FastCAP could hire 3 local people for the cost of one international hire due to the cost of obtaining a visa. In fact, she noted that fees associated with a visa are as much as one local hire. To help growth and meet the demand, FastCAP is starting internship programs locally and doing outreach. This needs to happen on a much larger scale.

**Topics Addressed by Jamie Beard in Response to Questions by Commissioners:**

**Educational attainment of employees**: **Jamie Beard** explained that employee education level depends on the job. For advanced manufacturing positions, a lot of our scientists are in nanotechnology and have PhDs and Master's Degrees. FastCAP does successfully train people for jobs and some of these jobs require only a high school degree with the right skills. Although,

tech degrees are preferred, a FastCAP employee doesn't need a college degree for some manufacturing jobs.

**Middle Skills Gap and the Workforce Training Program**: **Jaime Beard** explained that the company is involved with the internship program at the Massachusetts Clean Energy Center. The company has two interns from the program that are now full-time staff. She mentioned that in addition to gaps at the high school and community college level, there seems to be an advanced degree gap. There is also a significant problem with getting people with advanced degrees to study and stay in Massachusetts.

**Pooling of Resources with Competitors to Train**: **Jamie Beard** noted that because cutting edge technology is proprietary it is all particularly sensitive to trade secrets. Pooling resources would be difficult and a pooled training program would create some information leakage.

**Cost of Living**: **Jaime Beard** explained that cost of living is a huge issue getting those with advanced degrees to stay in Massachusetts. These international individuals with PhDs and Master's Degrees get their education in Massachusetts, but often take it back home rather than dealing with cost of living or bringing their families over.

**Older Workers:** Jaime Beard explained that FastCAP loves to hire employees with years of experience. The company's oldest worker is 77 years old. Although it is difficult to re-purpose someone from a different company, the company can use someone who has high tech experience.

**Joanna Dowling, President, The Custom Group Center for Manufacturing Technology:** **Joanna Dowling** explained that The Custom Group Center for Manufacturing Technology was previously a division of a high precision component manufacturing company. In 2008, this Woburn company split into three different companies because different markets require different labor rates and industry standards. The Custom Group Center was created to meet the labor shortage in advanced manufacturing. The average age of high skill advanced manufacturing employees is 58 years old.

**Joanna Dowling** expanded on what The Custom Group Center does. Community colleges and vocational schools were not providing sufficient training even in basic skills, especially in the math competency required to understand blueprints and to operate advanced equipment. The Custom Group Center decided to create a training program and mentoring program to transfer knowledge from older generation. The mentoring program uses cross training as a way to keep technology and knowledge up to date.

The Custom Group Center created the OJT program through the Boston tooling and machining organization Joanna Dowling explained. This center for manufacturing was formed because nobody was able to train the people needed for advanced manufacturing jobs. As an example, she described that if 14 people graduate out of a technology high school they are hired within minutes and often aren't even qualified for the jobs. The program's 16 week program assists people with transferable skills and basic skills to work in an advanced manufacturing facility. The program utilizes cross training that is critical and teaches lean manufacturing and soft skills.

The students range in age from 18 to 65 years old. The program utilizes an applied practice of math were the students are taught to apply a concept rather than taught to a specific machine. She mentioned that the industry is in a "silver tsunami", a reference to the fact that most of the employees are older. The industry has to think 10-15 years ahead to ensure an employee base.

Joanna Dowling explained that the biggest cost to advanced manufacturing is health care and the second largest is payroll. While 90 percent of employees live in Massachusetts, cost of living is still an issue with employees. She further explained that in advanced manufacturing productivity has to increase every year and that productivity has to be given back to the customers. Advanced manufacturing companies have to make sure they do everything better, faster, cheaper to ensure they don't lose contracts.

**Topics Addressed by Joanna Dowling in Response to Questions by Commissioners:**

**Source for Future Workforce: Joanna Dowling** explained that the company used to find employees when a large company like Raytheon or Polaroid laid off workers. Today, the industry has an alliance so that nobody is stealing each other's workers. The company works through Junior High and High Schools with STEM and robotics. These programs engage parents, which is essential because the industry needs to change the perception about manufacturing jobs. These robotics and STEM programs are intended to get both students and parents excited about manufacturing. For example, one article in the Boston Globe about the program resulting in five 18 year olds that are enrolling next week based on parents calling for their children.

**Number One Criteria in Starting a Company in Massachusetts**: **Joanna Dowling** answered that the number one criteria is labor. A Georgia company looking to expand contacted the Center just yesterday and their first question was how they would get employees.

**Lesson from your Experience**: **Joanna Dowling** explained that there were selfish reasons for creating the program - because they need employees. There is a problem in public schools, especially in basic math and science skills. The math skills that people entering the program have are basic "survival" math skills – basic junior high math. The advanced manufacturing center is training for skills that are transferable to any state. But there needs to be an increased focus on getting youth into advanced manufacturing because the skill levels are lower than necessary. In addition, marketing of these careers and interest in STEM careers is incredibly important and that starts with outreach to parents and guidance counselors.

**Skills or Certifications Needed**: **Joanna Dowling** explained that the community college curriculum is very choppy. Although there are some excellent courses at Middlesex Community College, she noted that the most successful programs are at vocational schools. The best programs are those that provide a hands-on approach. In addition, she noted that the OJT is also key because if you have a solid foundation (teaching process not to a specific machine), it's very easy to train the workers.

**Math Level Required**: **Joanna Dowling** mentioned that the math requirements for most workers are pre-algebra and geometry. The OJT program is key with any company because any training is very costly and time intensive.

**Level of Funding for OJT: Joanna Dowling** explained that the OJT program is self-funded. The workforce training fund has worked before. She noted that companies are looking for our students and the program boasts an 80 percent placement rate.

**Majority Men or Women**: **Joanna Dowling** explained that the program usually trains men, but includes about 20% women (quality control has a larger number of women). The company provides two shifts (runs 24-7) and the average annual salary is high. The work is not only for men.

**Third Panel – Human Resources Representatives:**

**Joanne Pokaski, Director of Workforce Development, Beth Israel Deaconess Medical Center**: **Joanne Pokaski** noted that 13 percent of all jobs in Massachusetts are health care jobs. A steady increase in patient volume has meant that the health care industry increased workforce, but because of health care reform there may not be a lot of job growth in the next few years. Although Beth Israel Deaconess may not be increasing the total number of jobs, there are currently 263 open positions that results from either turnover or retirements. She noted that one thing they are trying to monitor is the skilled professions and to anticipate when there will be retirements in a skill area.

Beth Israel Deaconess hires for a wide range of jobs, from cafeteria workers to PhDs. Some of these occupations require training. For instance, lab jobs are particularly hard to hire because there are not enough people graduating to fill these positions. In addition, Beth Israel operates 7 pipeline programs to move existing workers to new careers – over 70 people graduate from these programs each year.

Joanne Pokaski explained that the health care will not be fastest growing industry in the years to come. Instead, the health care system will continue to change and the difficulty becomes having the "right workforce." She mentioned that she chairs a group called the Boston Health Care Careers Consortium. The Consortium formed in March 2010 and includes 20 health care employers, 8 educational institutions, and 15 workforce development organizations. This Consortium came together to train health care workforce and has issued two reports on changing health care workforce already and developed a profile of Boston health care needs. The Critical Collaboration Report (by the Consortium) demonstrates how fragmented workforce training for this sector is and how health care employers can work together better to provide the jobs they need. The initial funding from the Commonwealth Corporation has run out, but the Consortium continues to meet. She did note that the Consortium is hopeful to receive $5m from the US Department of Labor to develop a life sciences career initiative – a very necessary career pipeline project.

Joanne Pokaski discussed how Beth Israel and the Consortium are planning for impending retirements. The strategies include implementing phased retirements and creating a new pipeline

to fill the expected gaps. They recently received a Workforce Training Grant and worked with Bunker Hill Community College, Boston Children's Hospital, and Baptist Hospital to develop a new pipeline program.

**Mirembe Asamoah, Director, Boston Staffing Alliance**: **Mirembe Asamoah** explained that Boston Staffing Alliance works on a one-on-one basis with people from entry level to advanced. Employers are not aware of the work that the Boston Staffing Alliance does, which becomes one of the biggest issues in matching the unemployed with work. She mentioned a few additional challenges. First, people are not equipped for today's job market. They do have a lack of education or no transferable skill set. We need job training programs because many people are coming to the Alliance with need for more training. Second, Boston Staffing Alliance is not a recognized staffing agency and so has difficulty competing for contracts to place workers. Third, CORI is a big barrier to employment for many people. People with CORI records are not given a second chance, despite the fact that if given the opportunity they will do everything they can to take advantage of the opportunity. She noted that even though Boston Staffing Alliance works to provide training and certificates for those with CORI records, employers are hesitant to take a chance on the workers. She explained that these workers do not understand federal bonding and the ability to access tax expenditures beyond the 6 month federal bonding period. Fourth, she recommended that the Commission focus on funding public education geared towards more advanced degrees. This could also include development of a better pipeline at the community colleges and 2 year college level. Fifth, she suggested that employers need to be informed better about hiring mature workers and ex-offenders, providing a recent successful placement at the American Academy of Optometry as an example. Finally, she mentioned that training programs provide certifications that aren't marketable, especially if there are no job openings or the person is unable to work in that field because of his/her CORI background, for instance.

Mirembe Asamoah finally explained that the Staffing Alliance works with many different industries, including construction, office work, and manual labor.

**Topics Addressed in Response to Questions by Commissioners:**

**Model Training Programs in the Health Care Field**: **Joanne Pokaski** described how the hospital uses pipeline programs to "grow our own" or uses career initiative programs that provide college level classes to existing employees.

**Model Training Programs in General**: **Mirembe Asamoah** explained that partnerships can help place and train people for different industries. Despite great training, there is a serious lack of interest in the employer community and employers need to look at the Boston Staffing Alliance more to fill the gaps. She noted that although partnerships are helpful, employers have to start looking outside of the traditional model and look to staffing agencies like Boston Staffing Alliance. She argued that traditional staffing agencies do not provide one-on-one interaction with their employees. Alternative staffing agencies are a resource that the state, large and small employers should utilize.

**Joanne Pokaski** explained that there is a problem with people receiving certificates that do not make the employable. Because of this, there should be a better way to get information out about outcomes from these programs.

**Mirembe Asamoah** added that these same workers should also be advised that a CORI record will limit their ability to get certain jobs, despite a certification. Medical assistants were given as an example – no CORI records because of the population that the job deals with.

**Community**: **Mirembe Asamoah** explained that people want to be part of the community they live in and want to receive an opportunity to get on a career path. She noted that people will travel for a job, especially when there is public transportation available.

**Staffing Agency Recognition**: **Mirembe Asamoah** explained that Boston Staffing Alliance would be a recognized staffing agency if it received a large contract with fortune 500 company. This will result in referrals and something that we can put on our website to give us legitimacy.

**Federal Bonding Employers**: **Mirembe Asamoah** described that there are insurances in place for employers that hire those with CORI records. For instance, the federal government provides bonding for 6 months after hiring. Employers can take out their own insurance after that and there are tax incentives available at the end of the year.

**Working with New Graduates**: **Mirembe Asamoah** described how it is to work with graduates of certification programs. She believes that the programs are not providing the training that we were expecting, including not providing necessary skills. Instead, she claimed that the quality of what they are producing is the bare minimum and is not as transferable as it needs to be.

**Health Care Consortium and Employee Stealing**: **Joanne Pokaski** clarified that the Consortium is thinking about the big picture and collaborating to make sure the entire industry is serviced with qualified candidates. In fact, the members of the Consortium often share best practices. If the health care industry has the right number of trained people, the whole industry will be better off.

**Public Testimony:**

**State Senator Kenneth Donnelly**: **Senator Donnelly** described his background and his involvement with workforce development issues. He mentioned that he sits on the Community College task force, the NCSL task force for veteran's issues, and is the chief legislative sponsor of the Middle Skills Solutions Act. The Middle Skills Solutions Act has three basic components: (1) data collection, (2) regional councils, and (3) regional academies. The data collection component would help track hiring of graduates from certification and licensing programs. The regional councils are need to make sure that industry, state, and public higher education and voc tech schools are all at the same table to determine what jobs are needed and how we're going to fill them. The regional academies will not cost any money but will ensure that we use existing resources at community colleges, voc tech schools, apprenticeship programs and proprietary schools. These regional skills academies will help with coordination and development of career pipelines.

Senator Donnelly mentioned that there are already many great things going on in different areas. For instance, Middlesex Community College was noted as having a great allied health program. The state needs to do better at lining people within internships and apprenticeship programs, which is not being done at the statewide level.

Senator Donnelly discussed the Community College Task Force in-depth. He explained that there is disagreement about what the role the community college system should play. Some believe it should be a pathway to higher education while some believe that community colleges should be a pathway to jobs. He noted that in all instances community colleges and voc tech schools should be pathways to jobs. This can be achieved by making credits and certificates more stackable, especially because community colleges deal with students and older adults that cannot become professional students. Pathways are increasingly important for the future of these people and our workforce. The Community College Task Force, the Secretary of the Executive Office of Housing and Economic Development, the Secretary of Labor and Workforce Development, and the Secretary of Education are all working on building something that is sustainable and something that businesses can depend on.

Senator Donnelly addressed funding and additional proposals in this area. He mentioned that there will be many ideas in the budget, in legislative proposals, and by the Governor that are all intended to get results. He focused on the previous success of the Workforce Competitiveness Trust Fund as a successful program because it works with businesses, although businesses haven't put any funding into it. He noted that businesses need to come to the table and be invested in the program's success. He suggested that the state's ultimate goal should be to put our workforce back to work.

**Senator Spilka** explained that all the issues raised have been themes at previous Jobs Creation Commissions meetings and regional hearings. The goal will be to invest wisely in community college and voc tech schools. She noted that the Commission has heard there are some areas where regional entities are getting it right. These are the model programs that need to be brought to the state level. She also noted her support for recapitalizing the Workforce Competitiveness Trust Fund.

**Eileen MacAnenny** explained that as the lone representative of a private business she wanted the commission to note that a job is only created when there is demand for the product or service. Businesses must want to locate here. She elaborated that it is fundamentally important to realize that the state doesn't create job, but it can help train for an open position. She also noted for the Commission that the training programs that are the most successful are the ones where the employers are at the table, as testified to by previous panelists.

**Senator Donnelly** answered that he is in support of workforce training programs but believe they need to coordinate better.

**Neil Sullivan, Boston Private Industry Council**: **Neil Sullivan** described the situation in this part of Boston, especially the contributions of UMass-Boston. He said that because UMass-Boston is expanding and there is a mix of commercial and residential property around UMass-

Boston, this expansion will be a job creator. He also went into detail on the strengths and weaknesses of Boston from a WIB's perspective. Boston experiences similar inner-city issues to many other large cities and has all the challenges of a gateway city. He elaborated that Boston residents cannot obtain jobs because of lack of access (either because of race and lack of referrals). The Boston WIB services over 19,000 individuals each year. When these customers are homeless or have CORI issues, the WIB helps them navigate the job search and provides intensive career counseling. The career center was noted as providing access to markets and networking that are not otherwise available. The WIB also support developing career pathways at community colleges and providing bridge programs that help to limit a student's time in remedial education.

Neil Sullivan elaborated that the Boston WIB assists through coaching and navigation, employer engagement, and providing access to the employer.

Neil Sullivan also elaborated on the WIBs work with youth. The PIC and the WIB are grounded in Boston Public Schools, which gives access to every neighborhood and increases awareness. He mentioned a few initiatives that the Boston WIB has undertaken include increasing STEM awareness in grades 4-9, summer employment, school-to-career connective activities. There is $2.75m available for school-to-career connecting activities and that has allowed the Boston WIB to hire 4 new career specialists that project to produce over 600 newly brokered jobs in Boston (with law firms, design firms and other professional jobs). Despite this work, there is half the youth employment as in the past. PIC was noted as particularly important in placing students, including minorities.

**Loh-Sze Leung, SkillWorks**: **Loh-Sze Leung** spoke about the SkillWorks initiative, which is in the 9th year and included a $20-25 million investment in workforce development. The goal of the initiative is to give everyone access to at least 2 years of public higher education. She recognized that private businesses need to invest more money in creating the actual jobs and that job creation is based on demand. But, she also noted that there is a workforce training skills gap that must be addressed in the immediate term. In addition to previously mentioned shortages such as in advanced manufacturing, people also need to be trained for other careers so that as the economy does recover companies are able to hire the workers they need to.

Loh-Sze Leung suggested that the Commission: (1) recapitalize the Workforce Competitiveness Trust Fund, which been instrumental in training people but the fund currently has no resources; (2) pass the Middle Skills Solutions Act, which also recapitalizes the Workforce Competitiveness Trust Fund, requires data collection and sharing, increases collaboration, and addresses skills mismatches; (3) invest in on-the-job training by subsidizing training for youth and adults; (4) invest in future workforce by funding youth employment, and training and career pipelines for younger people; and (5) state must make critical infrastructure investments, especially in areas of transportation.

**Joanna Herley**: **Joanna Herley** said she thought too much was expected out of schooling and workforce development. She mentioned that she obtained skills on the job and that more investment should go into things that need to be done in the community. Community employment opportunities could include community kitchens, insulating houses, and taking care

of recreational areas. If investment goes into some of these programs instead of ever extending education system, we might change the youth.

**Derra Gone**: **Derra Gone** stated that there are not enough jobs even if we are very experience. She explained that her friend who has a Masters degree in communication does not have a job, despite her training.

**David Machesci**: **David Machesci** relayed a story about a man at the shelter that he works at. He explained that the resident is trained as a millwright. He went to one of the WIBs and attended a job fair at Worcester State College, but the jobs available were not related to his training. David noted that at many job fairs the majority of agencies or employers represented are in service or retail areas, which often do not pay full time or have benefits.

**Joe Dyer, Union Bricklayer**: **Joe Dyer** discussed how a recent construction job at Worcester State Hospital went to a non-union contractor from New Bedford, which could have been very beneficial to the Worcester union workers. He explained that the bricklayers union predicted a bad year.

**Chris Horton, retired school teacher**: **Chris Horton** referenced his previous testimony during the Framingham regional hearing where he discussed how important it is to support training and placement. He said he would focus today's testimony on the problem of aggregate demand. He believed the government can create jobs in a depression, including borrowing money to create jobs or using money that has been appropriate by legislature that Governor has not spent. Employers have traditionally trained or retrained their workers, but are passing it off on the community colleges. The Commission must recommend that the government increase aggregate demand for the Commission's report to truly be about job creation.

He noted that career centers are doing a wonderful job but the new unemployment system uses a telephone service and a website while moving all the people that previously handled claims to training and development. Because people no longer have to go to career centers to file for unemployment, they are losing this introduction to the career centers. He explained that if you live in a world where the problem is aggregate demand then disconnecting the claims filing from the career centers is "ludicrous."

**David Bentley**: **David Bentley** referenced his remarks at the Framingham regional hearing. He also added that the way unemployment benefits are given is problematic. He believed that unemployment benefits should be available for longer and if you do exhaust unemployment benefits the state should provided resources to you.

**Grace Ross**: **Grace Ross** referenced her remarks at the Framingham hearing. She testified at the Framingham hearing that the unemployment statistics are not measured correctly. She elaborated on that discussion by discussing the loss of manufacturing jobs in Massachusetts. Ross mentioned that manufacturing jobs pay well and are now considered good jobs. She noted on the first graph she showed to the Commissioners that demonstrates that since 2002 the state has lost manufacturing jobs. Instead, she explained that infrastructure jobs are the good paying jobs in

our economy. Government investment in infrastructure is incredibly important. She noted that there is about 17 billion dollars of unspent authorizations on state bond bills.

Grace Ross then described a graph denoting job creation at the federal level. The level of job creation at each upturn is directly the result of government spending. She argued that there was no net increase for private sector jobs (at the federal level) during the most recent upturns. Government investment is what creates jobs. The Commission is uniquely positioned to point out this message.

Grace Ross described her final chart, which displayed the government's cost of borrowing money. She stated that this is the perfect time to invest in state infrastructure jobs. She explained that if the Governor spent all of his $17 billion worth of authorizations in the remaining bond bills, it would create approximately 90,000 jobs.

**Adjourned.**

**Documents received**:

- 3 graphs from Grace Ross Presentation
- Critical Collaboration: Improving Education and Training Pathways to Careers in Health Care, Boston Healthcare Careers Consortium, November 2011 from Alysia M. Ordway, Director of Workforce Initiatives, Boston PIC
- Agenda
- Schedule of Upcoming Hearings

**Jobs Creation Commission**
**Framingham Regional Hearing**
**April 13, 2012**
**9:00 a.m. – 12:00 p.m.**

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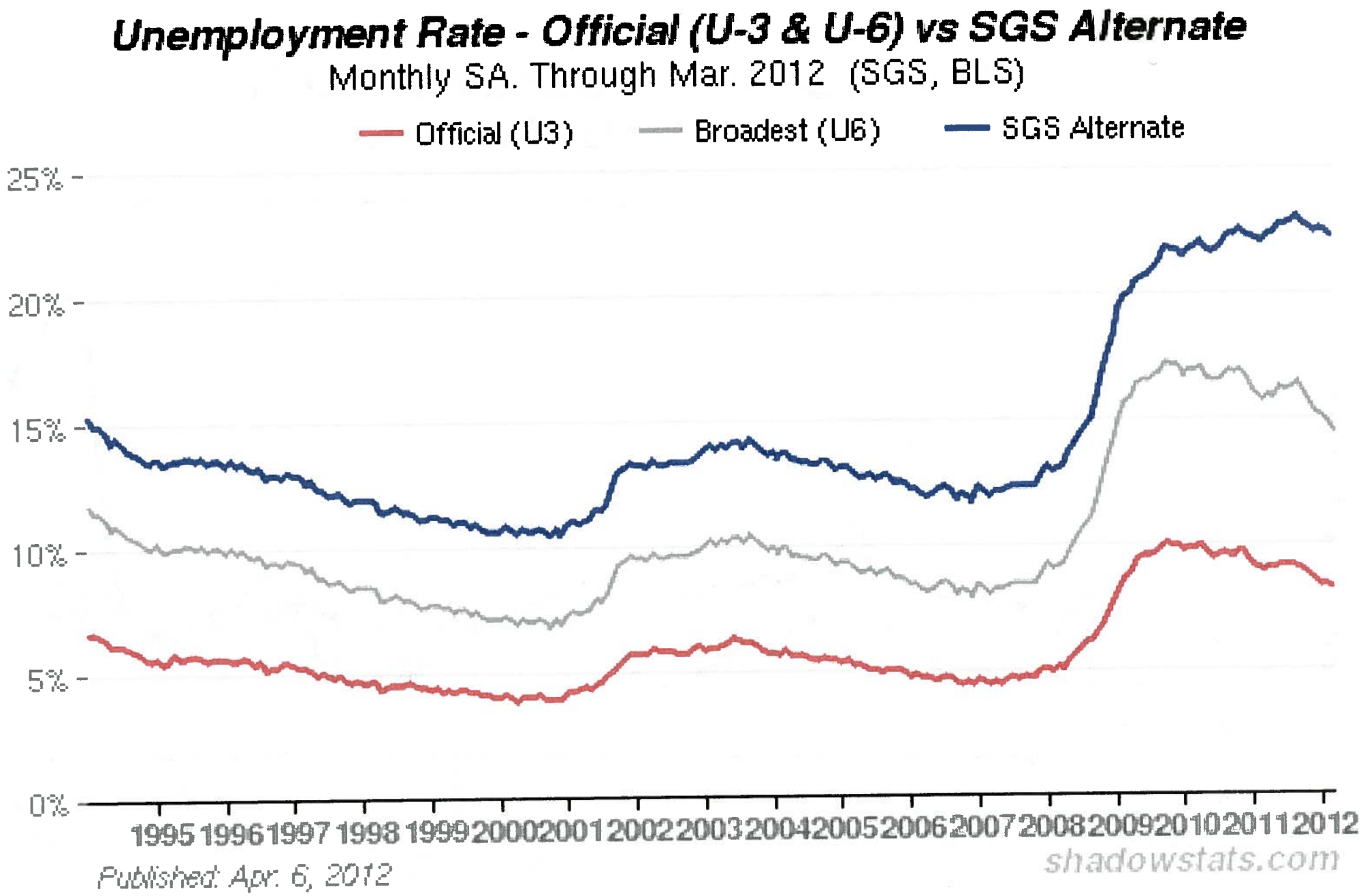
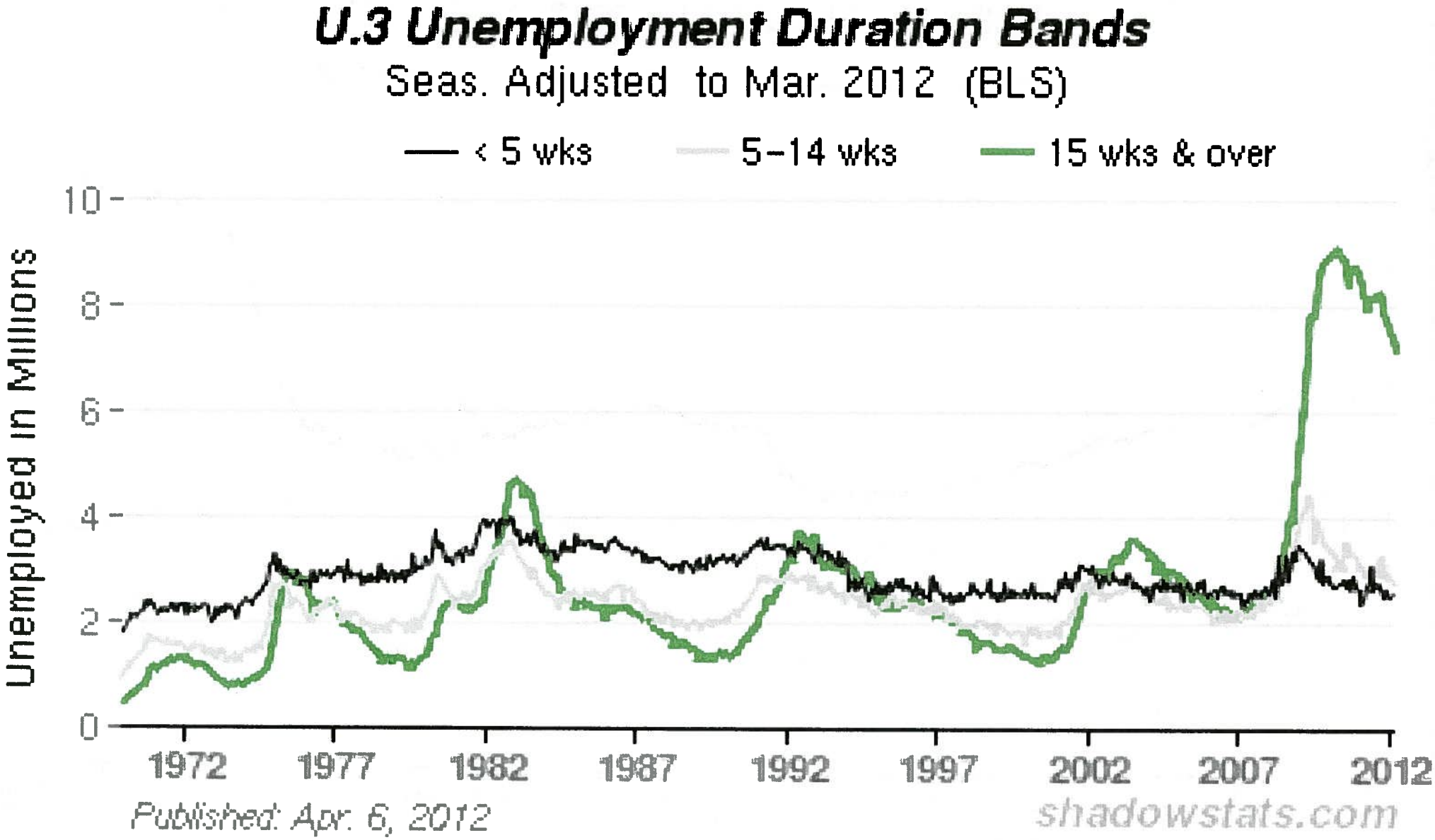
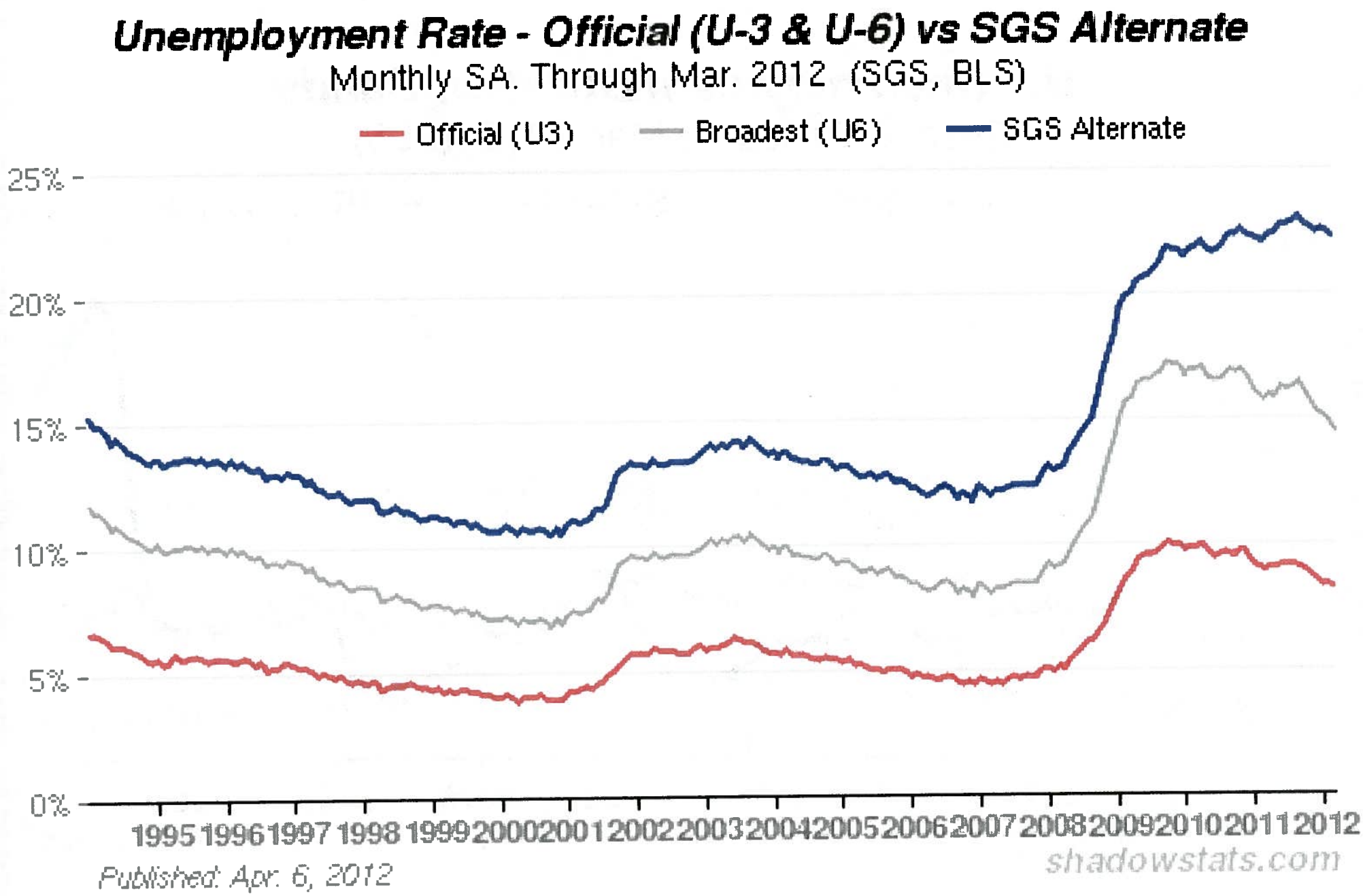
Testimony Submitted by Grace Ross


Unemployment Rate - Official (U-3 & U-6) vs SGS Alternate
Monthly SA. Through Mar. 2012 (SGS, BLS)
Official (U3)
Broadest (U6)
SGS Alternate
25%
20%
15%
10%
5%
0%
1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012
Published: Apr. 6, 2012
shadowstats.com


U.3 Unemployment Duration Bands
Seas. Adjusted to Mar. 2012 (BLS)
< 5 wks
5-14 wks
15 wks & over
Unemployed in Millions
10
8
6
4
2
0
1972
1977
1982
1987
1992
1997
2002
2007
2012
Published: Apr. 6, 2012
shadowstats.com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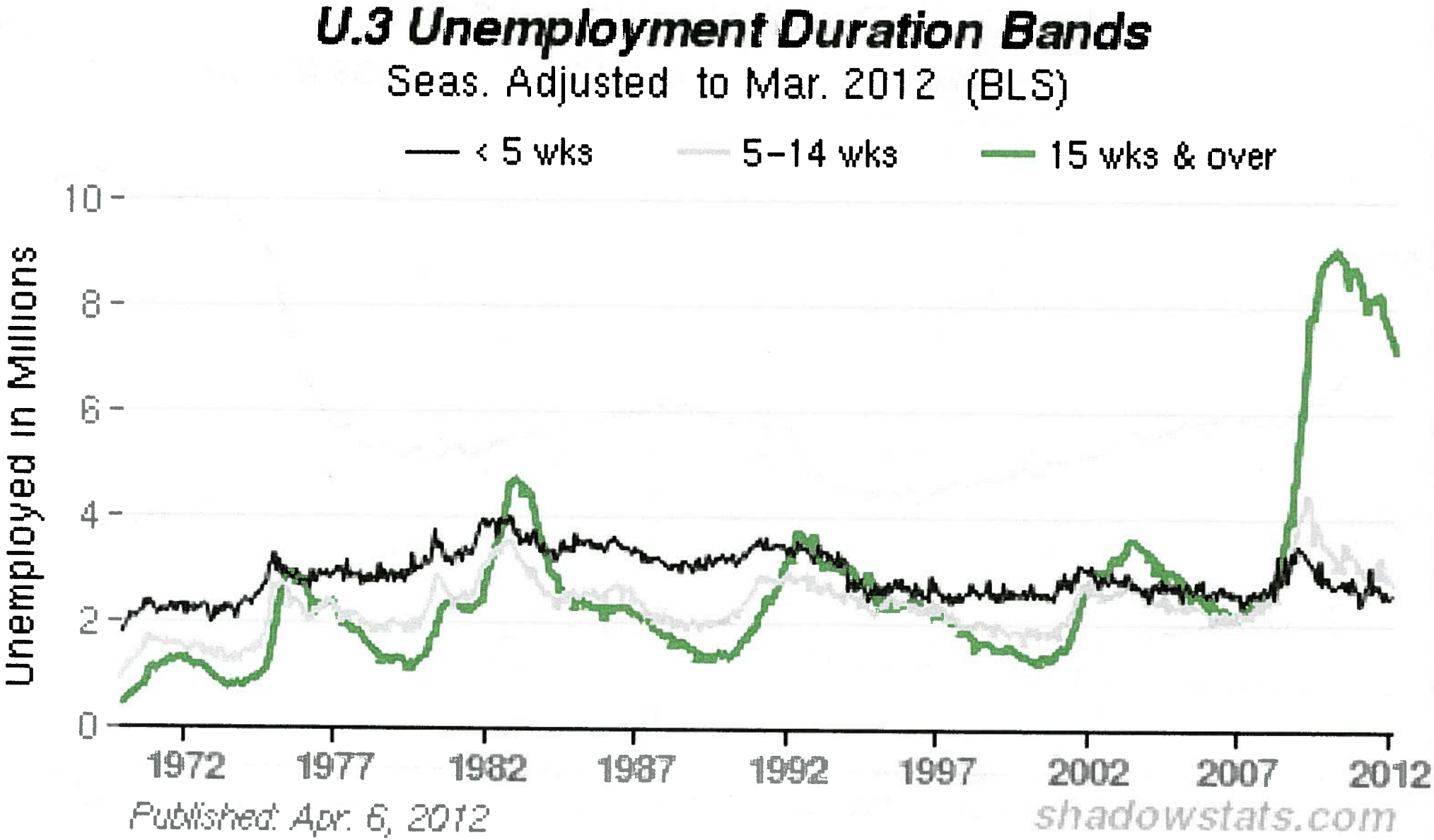
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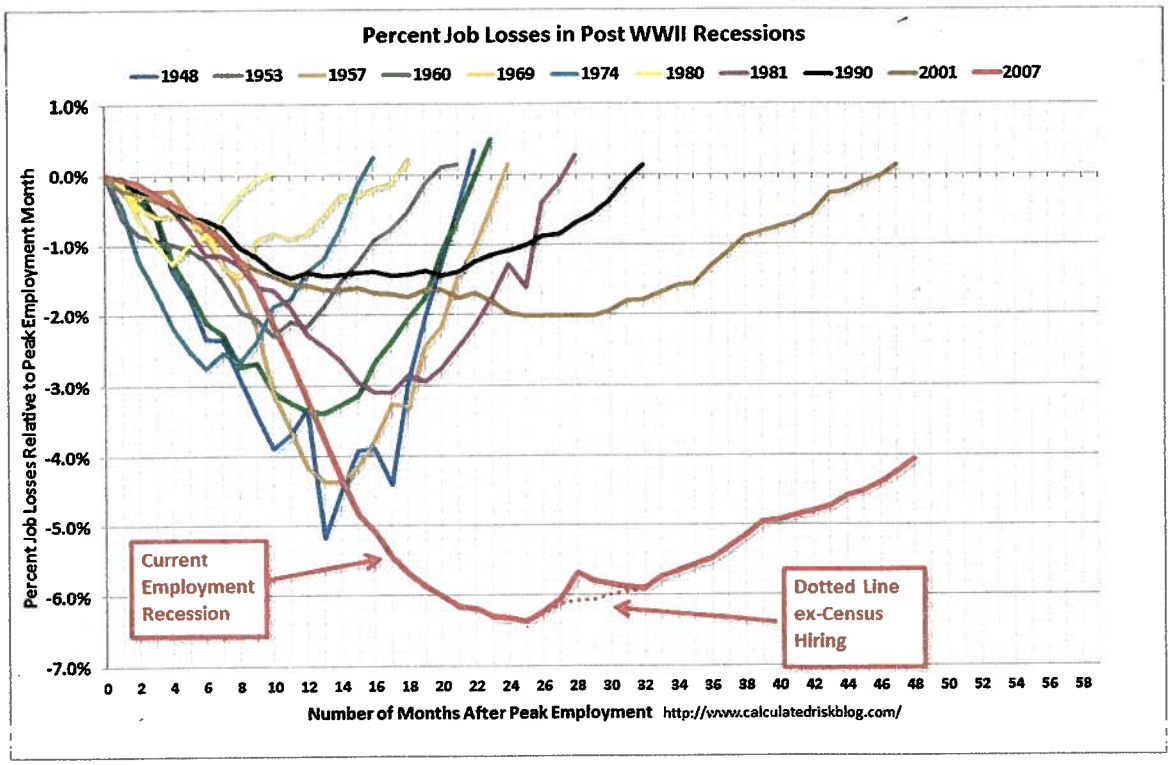
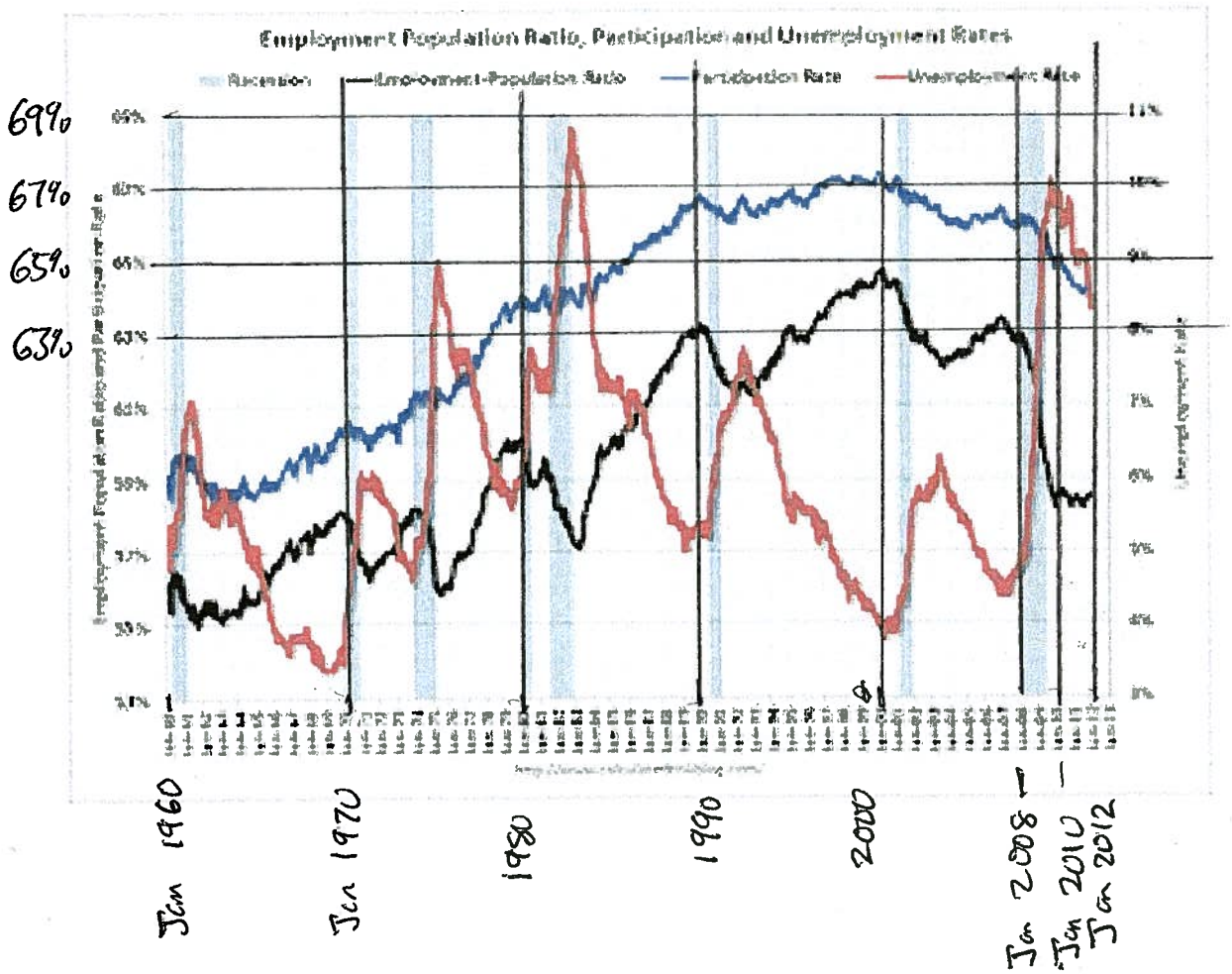

Percent Job Losses in Post WWII Recessions
1948
1953
1957
1960
1969
1974
1980
1981
1990
2001
2007
Percent Job Losses Relative to Peak Employment Month
1.0%
0.0%
-1.0%
-2.0%
-3.0%
-4.0%
-5.0%
-6.0%
-7.0%
0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52 54 56 58
Number of Months After Peak Employment
http://www.calculatedriskblog.com/
Current Employment Recession
Dotted Line ex-Census Hiring


Employment Population Ratio, Participation and Unemployment Rates
69%
67%
65%
63%
Jan 1960
Jan 1970
1980
1990
2000
Jan 2008
Jan 2010
Jan 2012

# APPENDIX E

**Jobs Creation Commission**
**Demand Subcommittee Report**
***Eileen McAnneny & April Anderson Lemoreaux, Co-Chairs***

## OVERVIEW

*Mission Statement*
The mission of the Demand Subcommittee was to understand the factors that influence Massachusetts business and their growth and siting decisions, which are essential to long-term, high-quality and sustainable job creation. Identifying and addressing the advantages, challenges and opportunities of doing business in the state is vital for public policy makers in Massachusetts to set the conditions that are most promising for long term economic prosperity.

*Topics Covered*
Topics covered by this subcommittee included any and all conditions that influence businesses and their decisions regarding job creation in Massachusetts. The committee heard from established industry leaders, emerging small businesses in new markets, and economic development experts about the prospect for job growth in Massachusetts, and ways that government can best support a prosperous and productive business climate in the Commonwealth.

*Methodology*
The Demand Subcommittee heard testimony from businesses through the full Jobs Creation Commission hearings and regional hearings, and collected additional input during two subcommittee meetings. This process involved businesses, consultants, business organizations, and other economic development experts who described the strengths, challenges and opportunities of operating a business in Massachusetts. The Demand Subcommittee has identified several areas of consideration for policy makers that are crucial to an agenda focused on job creation and economic development. This subcommittee report reflects a summary of varied opinions collected over the course of the Jobs Creation Commission process. On most issues, there was consensus among the subcommittee on the relevant importance of the issues described herein however the recommended approaches for addressing the issues were diverse. Therefore, this summary reflects employer opinions about the advantages, challenges and opportunities for the state but does not represent a consensus opinion or legislative agenda of the full Jobs Creation Commission or Demand Subcommittee, and does not reflect detailed approaches for remedying the identified challenges.

*Summary of Findings*
The Massachusetts economy is growing faster than most of the country and our unemployment rate is 6% and well below the national average. Massachusetts policy makers spent the recession putting plans and policies in place that would enable a speedy recovery, and those efforts are paying off. However, there is work left to do and the Demand Subcommittee highlighted several areas of consideration for policy makers. As referenced above, the Summary of Findings reflects a summary of varied opinions collected over the course of the Jobs Creation Commission and does not reflect a consensus opinion of the full Jobs Creation Commission or Demand Subcommittee, or detailed approaches for remedying the identified challenges.

## SUMMARY OF FINDINGS

The Demand Subcommittee recommended that policy makers focus on making improvements to the following areas:

- Education
- Infrastructure Investment
- Marketing Massachusetts
- Energy Challenges
- Regulation/Permitting
- Health/Unemployment Insurance

### Successful Publicly Supported Activities

*State Regulatory Reform*
At the direction of the Massachusetts State Legislature, the Patrick-Murray Administration has undertaken a systematic review of state regulations that is focused on reducing regulatory burdens on small businesses, increasing transparency and predictability of state processes, and improving efficiencies of our state agencies. To date, 200 regulations have been reviewed across agencies of the Administration resulting in 41 regulations identified for rescission and 107 for improvement. In addition, the Administration has put into place a process for assessing the impact of newly proposed regulations, which includes the publication of a Small Business Impact Statement for public consideration and comment. This is one of the most aggressive and impactful regulatory reform efforts underway in the country, and as such, has been strongly supported by the Massachusetts business community.

*The MassWorks Infrastructure Program*
The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to support housing development and job creation. In 2011, the MassWorks Infrastructure Program awarded 42 infrastructure grants totaling $63.5M to communities across the state, leveraging millions in private investment and supporting the creation of hundreds of new housing units and thousands of new construction and permanent jobs. The 2011 grants included support for regionally significant projects throughout the state such as a downtown garage restoration project in Pittsfield, an historic restoration housing project in Easton, and a company expansion in Oxford.

*Planning Ahead for Growth*
Since 2007, the Patrick-Murray Administration has been deliberately and consistently planning ahead for job and housing growth, in partnership with local communities, across the Commonwealth. The nationally recognized South Coast Rail Economic Development and Land Use Corridor Plan has been applied as a model for Planning Ahead for Growth across the state. In 2012, the Patrick-Murray Administration, along with regional and local partners, released the 495/MetroWest Compact Development Plan, which was modeled after the South Coast Rail

Plan. Continuing to plan ahead for job and housing growth in regions across the state will yield tangible results, as it has in the South Coast Region and is expected to in the 495/MetroWest Region.

*Chapter 43D*
This program offers communities a tool for targeted economic development that provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180 days and increases visibility of targeted development sites. Currently 82 communities across Massachusetts are voluntarily participating in the Chapter 43DProgram, and those communities have identified 168 “Priority Development Sites” that offer guaranteed 6 month local permitting.

*Chapter 43E*
The Expedited State Permitting Program promotes the expedited state permitting of commercial, industrial, and mixed-use projects on sites designated as a "Priority Development Site." The program requires all state agencies, commissions, departments, and other state entities responsible for issuing permits for projects proposed on such sites to review and take final action on a permit application within a time period defined under M.G.L. c. 43E or else the permit is automatically granted. The program also encourages state permit issuing authorities to work together, wherever possible, to streamline the permit review process.

*Innovative Infrastructure Investment Incentive Program*
The Infrastructure Investment Incentive Program (I-Cubed) is a program aimed at supporting job growth and economic development in the Commonwealth by creating a new partnership between the state, communities and businesses to finance major new development projects. The program helps finance significant new public infrastructure improvements necessary to support major new private development. The new development will result in additional jobs and new revenues for the Commonwealth and for cities and towns.

*Massachusetts Marketing Partnership and Massachusetts “It’s All Here”*
The Massachusetts Marketing Partnership (MMP), launched in June 2011, is an innovative marketing agency that will propel the Commonwealth's economic and job growth efforts by positioning Massachusetts internationally and domestically. The MMP is tasked with promoting the Commonwealth as a globally competitive, innovative, and opportunity-rich state, and speeding economic recovery. The Partnership oversees marketing Massachusetts domestically and internationally to businesses, entrepreneurs, tourists, and students, ensuring coordinated and streamlined functions that maximize job growth, business investment, and student retention throughout Massachusetts.

Massachusetts It's All Here is a constantly growing network of those committed to establishing Massachusetts as the destination of choice for every business, young mind and new idea contemplating a home in Massachusetts. This innovative effort is a critical piece of establishing the identity of Massachusetts, supporting common goals and maximizing awareness of the state’s global strengths.

*Massachusetts Workforce Training Fund Program*

The Workforce Training Fund provides grants to Massachusetts businesses so that their new and current workers can receive the training they need to remain competitive in the marketplace. This initiative is critically important because businesses self-identify their training barriers and the state provides them with the resources to overcome those barriers and stimulate economic growth. Over the past year, the Administration has instituted a number of changes to the Workforce Training Fund to make it easier for businesses to apply and access the Fund with a special focus on ease of access for small businesses. Under the Patrick-Murray Administration, $68.66 million has been used to train approximately 90,000 Massachusetts workers at more than 2,750 companies.

*Workforce Competitiveness Trust Fund*

The Workforce Competitiveness Trust Fund (WCTF) was established as part of the 2006 Massachusetts Economic Stimulus Package to improve the competitive stature of Massachusetts businesses by improving the skills of current and future workers, as well as improve 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. Over the last 5 years, the Trust funded 36 grant partnerships between businesses and training providers and included 229 businesses and 46 training and education organizations which served over 8,700 workers and resulted in positive employment outcomes for 5,297 of them, including industry credentials which are valued by employers.

The WCTF also supported research activities to inform local planning and design in order to ensure that grantees were developing programs in occupational areas with real demand. One such program was the 2008 Labor Market Information Books that documented supply and demand trends in each of the 16 workforce regions of the state.

## CHALLENGES AND OPPORTUNITIES

*Education /Workforce*

The highly skilled workforce in Massachusetts fuels our innovation economy and serves as an important element of our business development, attraction and retention strategy. The Demand Subcommittee recommends the following actions to continue to develop the workforce in Massachusetts:

- Address the “middle skills” gap in Massachusetts to meet the diverse workforce demands of our state economy.
- Invest in trade schools, vocational schools and Associates programs in order to promote STEM (Science, Technology, Engineering, and Math) education and continue to develop a highly skilled workforce of the future.
- Increase partnerships between the business community, training providers like public higher education institutions, and the state’s workforce development system to coordinate education and training programs that meet the needs of the workforce.
- Partner with public sector and Quasi-public organizations to create internship programs.

*Infrastructure Investment*

Prior to 2007, there had been decades of historic underinvestment in public infrastructure in the Commonwealth. Infrastructure not only creates jobs in the short term but also helps prepare communities for future growth. Without adequate infrastructure, our economic development plans will fall short. Therefore, the Demand Subcommittee recommends the following actions to support continued infrastructure investment in the Commonwealth:

- Address the current financial crisis at the MBTA.
- Advocate for increased federal investment in transportation of all kinds, including but not limited to, water, wastewater, rail, and roadways.
- Support innovative strategies for continued infrastructure investment, building on existing models such as the MassWorks Infrastructure Program, the Infrastructure Investment Incentive (I-Cubed) Programs, Transportation Reform, the Accelerated Bridge Program, and the Fast 14.

*Marketing Massachusetts*

There is a perception among the business community both in-state and out-of-state that Massachusetts is not a good place to do business. There was some disagreement amongst members of the Demand Subcommittee about whether this perception is a proper reflection of the business climate, however there was broad agreement that it is in our collective best interests to form public-private partnerships to promote the positive aspects of the state. The Demand Subcommittee recommends the following actions to promote a positive business climate and enhance our job creation agenda:

- Provide consistent funding and consistent messaging throughout all levels and branches of government. Clear and consistent marketing will attract new national and international economic development opportunities in the form of improved tourism and new business development.
- Build an enhanced Ambassadors Program to engage private sector 'ambassadors' who are willing to promote a favorable Massachusetts brand with businesses and peer organizations in-state, nationally and globally. There is no better vehicle to promote the Massachusetts brand than existing Massachusetts executives and companies.

*Energy Challenges*

Because Massachusetts sits at the end of the energy pipeline, Massachusetts faces significant energy challenges. We currently send 80 percent of the approximately $22 billion spent on energy out of state to meet our energy demands. We need an energy agenda that strengthens both our economy and our environment, one that stabilizes energy costs in the long run, creates jobs, including in the clean energy sector, which enhances our energy self-reliance and reduces greenhouse gas emissions. The Demand Subcommittee recommends the following actions to enhance the Commonwealth's economic growth:

- Continue to invest in cost effective energy efficiency as our "first fuel" to meet and manage our energy demand since the most economical fuel is one we do not use. Energy efficiency locks in energy savings, cuts our dependence on imported energy, and reduces pollution.

- Continue to develop the clean energy sector, as a means to enhance our energy self-reliance and create local, 21st century jobs for a broad sector of the Massachusetts work force. Energy efficiency already comprises over half of the Commonwealth's clean energy business sector and is on trajectory for significant additional growth. Clean energy jobs in Massachusetts grew by 6.7% over the past year, and we anticipate additional opportunities over the coming year.
- Support investment in innovative energy technologies and their application as part of infrastructure development and solutions utilizing strong partnerships among business, government, universities, and non-profits.
- Ensure clarity and predictability in the clean energy siting process.

*Regulation/Permitting*
Regulatory and permitting burdens continue to be a top concern of the business community. The state has taken many positive steps in recent years to reform our regulatory climate and reduce permitting times and requirements, however the Demand Subcommittee highlights that local regulation and permitting continues to add uncertainty to the business climate. The Demand Subcommittee recommends the following actions to support a streamlined, predictable and transparent permitting and regulatory process:

- Continue to educate municipal officials about the connection between local processes and local, regional, and state business development efforts.
- Develop local incentives and programs to guide transparent and predicable local permitting and regulation.
- Develop new tools to encourage municipalities to plan and zone in a way that makes it economically feasible to build workforce housing, which is desperately needed to support business development and retention in the Commonwealth.
- Promote linkages between transportation investment and existing housing and jobs.

*Health Insurance*
The cost of health care is a top concern for businesses in the Commonwealth. The Demand Subcommittee acknowledges and appreciates ongoing legislative efforts aimed at cost containment, and the Patrick-Murray Administration's small business group purchasing cooperative program The Demand Subcommittee recommends the following actions to support a reduced health care costs for businesses in Massachusetts:

- Reduce health insurance costs for businesses.
- Remove regulations and/or laws that may serve as disincentives for companies to hire.

*Unemployment Insurance*
Demand Subcommittee members also raised concerns surrounding the cost of unemployment insurance in the state and how these costs impact hiring decisions. The Demand Subcommittee did not recommend any specific action steps for this issue beyond consideration of systematic reform.

**FURTHER ANALYSIS**

The Commission did not seek to address every issue facing job creation but has listed areas where further analysis would prove beneficial.

- Healthcare Cost Containment
- Unemployment Insurance reform
- Energy Cost Challenges
- Implement the Tax Expenditure Commission's recommendations

**Jobs Creation Commission**
**Supply Subcommittee Report**
**Tim Sullivan & Aaron Tanaka, Co-Chairs**

## OVERVIEW

*Mission Statement*
The mission of the Supply Subcommittee is to identify specific strategies for job creation and retention from the position of the workers within the Massachusetts labor force. This includes consideration for the needs of disadvantaged sectors of the workforce who face barriers to employment.

*Topics Covered*
The Supply Subcommittee focused on testimony and research from a broad range of stakeholders who are invested in the creation of meaningful work for all sectors of the Massachusetts workforce. Topics include employee corporate ownership, publicly funded jobs programs, workforce development, education and training, and certification reform, state purchasing and vendor based strategies.

*Methodology*
The Supply Subcommittee heard testimony through the Jobs Creation Commission hearings, Regional Hearings and Subcommittee Meetings. Testimony included perspectives from under- and unemployed workers, business owners, workforce development experts and advocates, higher education specialists, human resource managers and community leaders. The Supply Subcommittee also conducted a voluntary survey of key state agencies and relevant non-profits to add important data to the commission's research. The Supply Subcommittee has identified a host of strategies to strengthen employee access to work while helping to retain good jobs in the Commonwealth.

## SUMMARY OF FINDINGS

The Supply Sub Committee applauds the work of the many the public, private and non-profit entities that are invested in creating jobs and meaningful economic opportunities for Massachusetts residents. The Supply Sub Committee focused its investigation and recommendations in areas where governmental action could help improve upon or fill gaps in the current policy and programmatic field related to job creation in Massachusetts.

Hearing the voices of the under- and unemployed underscored the urgency of the problem of joblessness. While Massachusetts leads the nation in key workforce and economic indicators, hundreds of thousands of residents are jobless and over 14% of the Commonwealth lives in poverty.

The Supply Sub Committee has identified a range of programmatic and policy strategies that target job access and creation for the most economically vulnerable sectors of the population. Topics relating to job creation in Massachusetts include:

- Training, Certification and Workforce Development
- Publicly Funded Jobs and Job Training
- Employee Ownership and Worker Cooperatives
- Ending Discrimination and Removing Barriers

## CHALLENGES AND OPPORTUNITIES

*Training, Certification and Workforce Development*

Testimony from business owners revealed a gap in the Massachusetts workforce able to meet the needs of middle-skilled positions. Particularly, industries like advanced manufacturing found difficulty in finding trained and qualified workers to fill these good paying jobs. These positions require less than a bachelors degree, but workers must have strong math and critical thinking skills. Approximately 45% of all jobs in MA require middle- skill training (more than a high school diploma but less than a four- year degree) but only 32% of MA workers have the education required to fill those positions. The Supply Subcommittee recommends the following strategies to ensure a trained and highly capable workforce to retain enterprise and jobs in Massachusetts.

Pass the Middle Skills Solutions Act: State legislation, the "Middle Skills Solutions Act" has been proposed by Senator Ken Donnelly and Representative Cheryl Coakley-Rivera, and co-sponsored by Jobs Creation Co-Chair Senator Karen Spilka. The legislation would invest in training programs to meet the needs of employers and better align existing trainings and educational institutions to respond to labor market trends and demands. Passing the Middle Skills Solutions Act legislation would help meet the growing demand for the training and matching of mid-skilled employees.

Fund Workforce Competitiveness Trust Fund: The Workforce Competitiveness Trust Fund addresses the skills gap by supporting employers so they can continue to partner with community colleges, voc tech schools, career centers and workforce boards to train unemployed people. The WCTF identifies critical job vacancies and creates training pipelines to ensure our state has the skilled workforce to grow our economy. Fully funding the WCTF will prove critical for maintaining Massachusetts' workforce. While Massachusetts' position as a world-class academic hub provides high skilled sector of the workforce, the WCTF will ensure that MA can meet the mid level skills demands of local and national employers.

Create Universal Certifications: Testimony from workforce development experts identified the lack of clear certifications that signal a core competency for areas in advanced manufacturing as well as other fields. There is an opportunity for the creation of new training standards that provide employees with a clear path into growing fields while ensuring employers that candidates hold baseline skill sets. An improved certification system would emphasize stackable and transferable credentials so that training programs are recognized by Massachusetts's employers and correspond to employees access to advancements within their career path.

Ex-Offender Training Alignment: Human Resource managers have found that ex-offenders have enrolled in and completed vocational trainings in industries that are prohibitive of those with criminal records. Vocational training funding should be linked to CORI friendly industries, and should be measured through actual job placement and retention from graduates of training programs.

*Publicly Funded Jobs and Job Training*

Expand Youth Jobs Funding: Youth and young adult unemployment represents a significant crisis in Massachusetts cities and towns. In particular, urban neighborhoods absorb the social and economic costs of high youth joblessness through increased levels of crime, violence and incarceration. Massachusetts should deepen its investment in youth jobs programs, with a minimum of $12 million in annual forward funding for YouthWorks (7,500 youth jobs) and $5 million in School to Careers (6,000 youth jobs) to meet a statewide need for youth jobs. Youth jobs enable youth to develop the job skills needed to get and succeed at future jobs. Program guidelines also focus jobs to lower-income youth; most of who contribute part of their wages to helping their families meets their budgets in these hard times. Youth jobs represent an investment in the safety and skills of Massachusetts's future workforce.

Create Prisoner Re-entry Jobs Program: Massachusetts has over 20,000 people returning from prisons and jails on an annual basis. These individuals are severely limited in their job prospects due to the stigma associated with being an ex-offender. The social and economic costs of unemployment amongst ex-offenders are uniquely costly for this demographic, given that the risk of re-incarceration costs an average of $48,000 per prisoner per year. The state can dramatically reduce re-offending and lower the crime rate by maintaining publicly funded work programs for ex-offenders. Prisoners should complete concrete vocational training programs while incarcerated to meet the labor needs of specific employers. Once released, the state should subsidize part or all of the ex-prisoners wages in the first year of return. Providing concrete employment for trained workers returning from prison can enhance the productivity of Massachusetts businesses while allowing ex-offenders to be self-sufficient, tax paying members of the Commonwealth.

On the Job Training Subsidies: The committee has identified the following areas of the workforce who experience substantial barriers to employment: Ex-Offenders, Veterans, Senior Workers, Youth, English as Second Language Speakers. The state should invest in On-the-Job-Training to incentivize employers to hire workers with barriers by providing wage subsidies for targeted populations during a structure OJT program. Future access to OJT fund for employers should be tied to their hiring and retention rate of past OJT employees.

Employee Ownership and Worker Cooperatives

The supply sub-committee conducted substantial research in the area of employee and worker owned enterprises. Worker owned companies ensure that businesses do not leave the state because they are controlled by the employees who live and work in Massachusetts. Worker owned companies also maximize the wages and wealth of employees by retaining ownership of business profits with the workers of the company. Increasing the wages and assets of low and

moderate income workers increase their spending power that in turn generates positive economic activity in depressed neighborhoods. Massachusetts job creation efforts should provide a specific focus on worker owned enterprises as a new model of community economic development.

Recapitalize Massachusetts Office of Employee Involvement and Ownership: The MEIO is a state agency tasked with providing technical assistance and assistance with financing for employee and worker-owned enterprises. The MEIO can act as a main driver in the Commonwealth for new business creation, and especially local business/job retention, where profits and major decisions are retained in Massachusetts communities. There is an opportunity to advance this growing business model through the recapitalization of the MEIO.

State Contracting and Vendors: Prioritize Worker Owned Enterprises Through State Purchasing Decisions: As the state's largest employer and contracting entity, the Commonwealth of Massachusetts should conduct a review of its purchasing policies to re-direct vending opportunities to employee owned companies. In conjunction with the Massachusetts Office of Employee Involvement and Ownership, the state purchasing department can strategically coordinate public contracting awards as an "anchor institution" and direct public dollars to entities that are most invested in the creation of good jobs in the state. The state purchasing department can partner with other major anchor institutions such as hospitals and universities to promote the growth of Massachusetts based employee owned vendors.

Reform Unemployment Insurance Requirements: Current Unemployment Insurance regulations do not allot for individuals who are involved in new business development ventures to meet their "job search" requirement through a business startup process. Massachusetts could recognize cooperative business development as a valid form of "job search" and could also devise schemes for lump sum UI payments that could be used as startup capital in a given venture. Where periods of unemployment could be highly productive periods for new enterprise development, Massachusetts should join other states in re-examining its UI structure to better facilitate cooperative business development.

*Ending Discrimination and Removing Barriers*

While Massachusetts should invest in the training of workforce and in new business development infrastructure, it is also essential to the limit discrimination that persists amongst employers in Massachusetts.

CORI Reform Enforcement: The Massachusetts legislature passed landmark CORI reform laws in 2010 that were meant to reduce the barriers to work for the ex-offender population. However, there have been limited resources allocated to educate employers about these new provisions and to monitor and enforce the adoption of new guidelines. Nearly 1 in 3 adults have some criminal record and the new CORI law can offer relief to hundreds of thousands of Massachusetts residents. CORI Reform not only removes barriers for workers but encourages employers to consider a broader pool of applicants to meet specific workforce needs.

Coordinate Employer Education for Disadvantages Populations: Feedback from agencies and non-profits working with populations with barriers to employment consistently raised the need for state agencies to better educate employers and hiring managers around issues of discrimination. Whether relating to veterans, senior citizens, youth or ex-offenders, proactive outreach to the employer community to highlight the strengths of these populations is seen as an important and underutilized strategy for Massachusetts workforce alignment.

Invest in Anti-Discrimination Compliance Infrastructure: Low-income individuals who have experienced discrimination in hiring or in the workplace should have access to low cost legal services to pursue a claim in the Massachusetts Commission Against Discrimination.

## FURTHER ANALYSIS

The Commission did not seek to address every issue facing job creation but has listed areas where further analysis would prove beneficial.

- Tax and Regulatory Structure Review
- Green Jobs Investment and Job Creation Opportunities
- Alignment of Community College Programs With Labor Needs

**Jobs Creation Commission**
**Inventory Subcommittee Report**
***Dr. Alan Clayton-Matthews & Jennifer James Price, Co-Chairs***

## OVERVIEW

*Mission Statement*
The Job Commission's Inventory Committee was charged with identifying the major job creation (demand-side) or workforce development programs (supply side) programs supported by government that could assist the Commonwealth in creating jobs. Our goal is to identify any existing, high-quality evaluations of these programs to outline those that prove to be most effective. Specifically, the Committee was asked to:

- Catalogue past and existing job creation activities and evaluate for best practices and effectiveness

- Catalogue best practices from other states if available

*Methodology*
The Committee conducted its work through a 12 month literature review and monthly discussions of the findings from various evaluations of job creation and workforce development programs. The committee co-chairs completed an extensive literature review of professional research in these areas. In addition, it has reviewed or created the following inventories and tools specific to Massachusetts programs:

1) **Workforce Investment Profiles -** "Money Map"
   This document is published EOLWD and Commonwealth Corporation with significant input from various agencies. It outlines major state and federal programs that support job placement or training including a description of each program, amount of funding, the and number of people served. The document has been published since FY2002 in order to compare funding trends. See Attachment A or go to www.commcorp.org and click on publications.

2) **Annual Performance Report of Massachusetts Workforce Development Services & Programs -** "Performance Map"
   This document is published EOLWD and Commonwealth Corporation with significant input from various agencies. It outlines major state and federal programs that support job placement or training including information on # served, job placement, wages, employer outcomes, etc (as available from each program). See Attachment B or go to www.commcorp.org and click on publications.

3) **Inventory of Job Creation Programs**
   The Inventory Committee created a list of existing programs in Massachusetts (complied by EOHED and EOLWD). See Attachment C.

4) **Evaluation Matrix**
The Inventory Committee created a matrix of existing evaluations organized by program type in two main categories including "Supply side" and "Demand Side" programs. The goal of the matrix is to highlight most significant research studies and findings. The conclusions and information from the various evaluations formed the recommendations of the committee. See next section "What We Learned" for summary information on major available research findings. See Attachment D for the matrix of references.

## SUMMARY OF FINDINGS

### Effectiveness of "Demand-Side" Job Creation Programs and Policies

*State and Local Business Tax Incentives*

There have been dozens of studies, both quasi-experimental (often natural experiments) and observational, which have looked at the effect of a wide array of tax policies on business location, employment, earnings, and employment. A few survey articles have summarized many of these, including Bartik (1991), Wasylenko (1997), and, more recently, Weiner (2009). Because of the nature of tax policy, none of these studies are experimental, and so none attain the degree of validity (certainty of effectiveness) of some of the experimental studies of public sector job and training programs. However, since tax policies vary between states and over time, the question of the impact of tax incentives on job creation lends itself to natural experiments and interrupted time-series designs. The best studies tend to be cross-section panel/time series, which takes advantage of both design features.

Generally, the surveys conclude that tax policies aimed at economic development *do* work, though the estimates of the magnitude of their effects are imprecise. Bartik (1991) summarized and tabulated the result of 57 studies – published and unpublished – that were done after 1972. Wasylenko (1997) updated Bartik's tabulation with the few studies he identified that were done since Bartik's analysis. Roughly half of the studies looked specifically at business taxes, and half at overall state and local taxes. Most of the studies estimated the impact of taxes on manufacturing employment, investment in manufacturing, or location of manufacturing establishments; the other studies estimated the impact on overall employment, incomes, or gross state product.

Bartik, in his 1991 study, concluded: "The long-run elasticity of business activity with respect to state and local taxes appears to lie in the range of -0.1 to -0.6 for intermetropolitan or interstate business location decisions…" (Bartik, 1991, p. 43). Wasylenko, in the conclusion of his 1997 study, stated that his "suggested" estimate for the interstate elasticity was -0.2, and Bartik used that as the basis for his simulations of the effect of business incentive programs on employment and per capita incomes in his more recent book (Bartik, 2011a). An elasticity of -0.2 means, for example, that a 10 percent reduction in state and local taxes leads to an increase in employment of 2 percent. While often characterized as "small" (Wasylenko, 1997, p. 49), economists generally consider effects of this size "important" (Bartik, 1991, p. 44).

These results are not uncontroversial, but they are a much more widely held view among academic economists than the view that taxes do not matter. The controversy arises because many studies – 30 percent of the ones cited in Bartik (1991) – did not show any positive impact of lower taxes on business activity. Bartik and Wasylenko note that the difficulty in measuring the concepts accurately in this field probably imparts statistical bias towards finding no effect when there actually is one. In support of this effect, Bartik (1991) notes that better designed studies typically are more likely to find positive results, and these results tend to be larger in magnitude. Studies also tend to show larger impacts in manufacturing than non-manufacturing, which makes sense because manufacturing is more subject to national and international competition and therefore is more sensitive to cost differences. Studies also find much larger effects for intra-state than inter-state tax differences, which makes sense since other non-tax differences are likely to be much less within a state than between states. These "sensible" findings give credence to the view that taxes matter.

One example of larger effects being estimated in studies with better design is that by Hines (1996). He studied the effect of state corporate tax rates on the distribution of foreign direct investment among U.S. states. Some foreign countries allow home-country credits for income taxes paid in the U.S., while other countries do not. Firms in countries which allow credits have little incentive to avoid high-tax states in choosing where to invest in the U.S., whereas firms in countries which do not allow credits have the same incentives as U.S. firms. Foreign tax policy is likely to be independent of U.S. states' tax policies, so it is as if each U.S. state offers two randomly-assigned corporate income tax conditions to foreign firms deciding to where to locate in the U.S.: one at the state's full rate, and the other at a highly-reduced rate (zero if the foreign rate is at least as great as the U.S. state's rate). This natural experimental design allowed Hines to estimate of the effect of corporate income tax rates on firms' location decisions with a validity approximating that of a random experiment. He found that a difference of 1 percentage point in state tax rates was associated with a 9 to 11 percent difference in shares of manufacturing capital owned by lightly-taxed and fully-taxed investors. "While it is not quite correct to extrapolate these figures to conclude that increasing a state tax rate from 6 percent to 8 percent would reduce total investment by 20 percent, the estimated effects are nevertheless large and important in the context of evaluating the impact of tax changes." (Hines, 1996, p. 1076.) There was some evidence that location decisions were not directly proportional to tax rates, but were especially sensitive to whether or not a state had a zero corporate tax rate (5 of the 50 states had a zero corporate tax rate).

Perhaps more than any other analyst in the field, Bartik has synthesized the findings of research studies on business incentives, in order to describe the characteristics and outcomes of "best practice", well-designed business incentive programs. His recommendations are compactly summarized in a presentation (Bartik, 2011b), and more fully described in a recent book (Bartik, 2011a). Well-designed business incentives include many of the following characteristics:

- They are targeted to businesses that are export-base (like manufacturing) rather than local (like big-box retailers or restaurants).
- They are targeted to businesses that are actually creating jobs, pay high wages, have high multiplier effects, and are likely to hire local residents.

- They may have community benefit agreements or local hiring agreements.
- They work with local job-training providers to hire local residents that are unemployed or underemployed.
- They have budget constraints, claw-back provisions, and public disclosure and accountability.

Bartik estimates that such a well-designed program could have net benefits such that, in present value terms, each dollar invested could increase the present value of local per capita earnings by $3. (The net social benefit might be higher if there were reductions in crime, for example, as a consequence of increased employment.)

The types of existing business incentive programs that include many of these characteristics include:

- Property tax abatements.
- Jobs creation tax or incentives, where employers get a per-worker tax credit for new hires.
- Tax increment financing (TIF), where the increased property taxes from new development in an area go into a fund to promote development in that area.
- Enterprise zones.
- Customized (customized for the employer) job-training programs.
- Customized infrastructure improvements.
- Extension services to improve technologies or business practices for employers.
- Small business assistance programs such as entrepreneurial training or business incubators.
- Capital assistance programs.

Some examples of such programs with sources to research follow:

- A study of the Massachusetts Workforce Training Fund by Hollenbeck (2008) concludes that the cost per new job created was $8,750, which is "a fraction of the cost of job creation in many state economic development activities" (Hollenbeck, 2008, p. 17). This training fund is financed by employers' state unemployment insurance contributions. In 2006, the rate was 0.06 percent of unemployment insurance taxable wages. (The maximum taxable wage in that year was $14,000, so the maximum per-employee contribution was $8.40.) The most frequently reported impact is by increasing competitiveness of employers that in turn creates more demand for goods and services and in turn creates additional hiring at the employer.

- Minnesota's Employment and Economic Development (MEED) program, which was in effect between 1983 and 1989 (Leigh, 1990; Rode, 1988; and Minnesota Department of Jobs and Training, 1987). This was a wage subsidy program created as an emergency program in the early 1980's double-dip recession. Workers eligible for the program were those who were unemployed and who were ineligible for UI benefits or who had exhausted them. Priority was given to welfare recipients and to farm families that demonstrated need. The subsidy was up to $4 per hour in wages and up to $1 per hour in

fringe benefits, for a maximum of 1,040 hours over 26 weeks, or 52 weeks if training was obtained. Employers had to retain workers for at least 12 months beyond the subsidized period, or pay back up to 70 percent of the subsidies received under the program on a pro-rated basis. The program appeared to be successful. For example, in an annual report (Minnesota Department of Jobs and Training, 1987), 85 percent of (the private-sector) participants were still employed 60 days after the end of the subsidy period. Employers were happy with the program (Rode, 1988).

- There are other types of government programs set up to create jobs as noted above (enterprise zones, capital assistance programs, small business assistance programs etc), however the literature review conducted for the Jobs Commission did not identify professional evaluations of these types of programs to report on in this section.

## Effectiveness of "Supply-Side" Workforce Programs and Policies

### *Education Policies*

K-12 and postsecondary education has been and still is the key and nearly exclusive – in terms of public and private spending – mechanism for workforce training, and it works very well for most people and for society as a whole in providing good jobs for workers and a quality workforce for employers. Where and when it fails, however, or where and when youth fail to take advantage of the opportunity it provides, or where and when the knowledge and skills it imparts become obsolete, other workforce institutions – like the adult education programs or one-stop career centers – must step into the breach to try to improve the situation for unemployed youth, and disadvantaged or displaced adult workers. At this point in their lives, there are often barriers or difficulties that make it more difficult to obtain the skills than it would have been had they had a successful experience in their formal schooling when younger. Another way to think about this is that resources are most likely more efficiently used in the formal k-12 and postsecondary educational system than they are later in life outside this institutional setting. In the context of the erosion of middle-skill jobs that began in the 1980's – and even earlier – educators have been exploring ways to improve the system. Much of the focus has been on both the early and later years of the K-12 experience, that is, on pre-kindergarten education and on the later years of high school and just beyond.

### *Pre-K Education*

Several experimental and quasi-experimental pre-K programs from the 1960's have established that these types of programs have long-term positive impacts on high-school completion, post-secondary educational attainment, employment, and incomes. They also have additional social benefits in terms of lower rates of teen pregnancy, welfare assistance, and crime. A review of the characteristics and results of several of these programs is given by Barnett (1992). One of the earliest and most celebrated of these studies is the High/Scope Perry Preschool program. In this experiment, 123 disadvantaged children in Ypsilanti, Michigan were randomly assigned to either a treatment or control condition. The 58 children in the treatment group received the pre-

school program for two academic years when they were 3 and 4 years old. The center-based program lasted 2.5 hours per day for each weekday during October-May for two successive years, with a child to teacher ratio of 5 to 1. The program also consisted of weekly home visits of 1.5 hours. The treatment and control children have been followed since they took place the program between 1962 and 1967. In a recent survey of the participants a cost-benefit analysis estimated that benefits of the program were $12.90 per $1.00 spent (Belfield, et al, 2006).

Using the estimated impacts studies of pre-school programs and the employment and income returns to educational attainment, Bartik (2011a) estimated the impacts of a universal pre-school program patterned after an RAND Corporation study of a proposed universal pre-K program for California (Karoly and Bigelow, 2005). The RAND Corporation authors in turn based their estimates on outcomes of the Chicago Child-Parent Center program (Reynolds et al, 2002; and Temple and Reynolds, 2007). The characteristics of the program estimated by Bartik include:

- Universally available to all 4-year olds, with 70 percent participating in the program.
- The program is 3 hours per weekday during the school year for one year.
- The class size is 20 children with a certified lead teacher and a paraprofessional teacher's aide.
- Effects per child are assumed to be substantially less (by 77 percent) than those of the Chicago Child-Parent Center program, since the intensity is less and it would serve middle- and upper-class families for which the impact might be less given the better alternatives for families than for the disadvantaged families served by the Chicago program. These include effects on high-school completion and employment.

Bartik's simulation of the effect of such a program on the present value of a state's resident per capita earnings is $2.78 per dollar of the program's costs. This is about the same magnitude he estimated for the effects of a well-designed business incentive program. This, however, would be a broader program with higher total net benefits. There would also probably be other social net benefits, for example, reduction in crime and welfare costs, which he does not include in his estimates of development benefits. If the program were not universal, but targeted towards disadvantaged families, the per-dollar benefit would be substantially higher.

In identifying the characteristics of pre-school programs that make them effective, that is, provide benefits that exceed costs, Bartik (2011a) and Galinsky (2006), suggest that the following are important:

- Class size – smaller is better.
- Staff credentials – having a lead teacher with a BA level of training is better than with less training.
- Peer effects – mixing low- and high-achieving children – may be effective.
- Quality interaction between teacher and student may be effective.
- There appear to be higher net benefits for more days (e.g., and additional year or a longer year) of pre-school, but not for more hours per day of the program (e.g., a full-day instead of a half-day).

*Secondary Education*

In recent years, educators have been paying serious attention to the failure of high schools to prepare students for working careers, especially if they do not attend four-year colleges. Last year Harvard's Graduate School of Education released an influential report entitled "Pathways to Prosperity: Meeting the Challenge of Preparing Young Americans for the 21st Century" (Schwartz et al, 2011). In this report, the authors note that only 40 percent of young adults have an associate degree of higher level of educational attainment, and that most of the remaining 60 percent are not adequately equipped to succeed in today's labor market. They document the fall in the ranking of the U.S. in various measures of educational attainment and job-readiness, look at the models of vocational education in northern and central Europe, best-practices in the U.S., and propose solutions for U.S. secondary education. These solutions are largely based on small programs and best-practices of several states. Among the best practices they cite are (to be expanded):

- Project Lead the Way, developed in 12 New York high schools in 1997.
- The Career Academy Movement.
- The regional vocational technical high school system in Massachusetts.
- California's "partnership academies" and the Linked Learning Initiative in that state.
- Florida's 2007 legislation mandating comprehensive reform of career and technical education.

The authors do not propose specific programs, but do put forward several characteristics of good programs, problems to avoid or solve, and strategies:

- High schools should provide a means for students to pursue both a career and a meaningful post-secondary degree or credential.
- Build within the 11th and 12th grade curriculum enough differentiation so that young people choosing occupations that require less formal academic training can take initial steps toward middle-skill careers.
- Provide relevant work experience opportunities to all high-school students.
- Expand and improve the role of career counseling in middle and high school, and in community colleges.
- Address the problem of inconsistent quality of career and technical training.
- Community college programs need to be more closely connected to regional labor market demands and to state and regional workforce systems.
- The cultural barriers towards vocational education must be addressed.
- Create a system of career-focused pathways that span the last years of high school and at least one year of post-secondary education or training and that lead to an industry-recognized credential.
- Expand the participation of employers in education, training, and providing internships.

*Job Placement and Career Coaching: One-Stop Career Centers*

The primary public workforce program for those persons who are seeking to find a job consists of the Adult, Youth, and Dislocated Worker programs established by the Workforce Investment Act (WIA), enacted in 1998. The Adult program serves largely disadvantaged adult job seekers who are over age 22, the Youth program serves those 22 years old or younger, and the Dislocated Worker program serves workers who have lost jobs. Regardless of the program, three types of services are provided to the "clients":

1. Core services, which include staff-assisted job search and job counseling.
2. Intensive services, which involve more intensive counseling and often short courses that usually last no more than a few days.
3. Training services, which involve extensive training provided by outside vendors, schools, or colleges. Mostly, the costs of these services are covered by Individual Training Account vouchers.

All clients receive Core services. Intensive and Training services are recommended on an individual basis by the staff. Most job seekers using the One-Stop Career Centers get Intensive and/or Training services, although resource constraints may limit the provision of these services below their optimal levels.

Experimental and quasi-experimental1 research on past public job counseling and training programs suggest that the types of services offered by the One-Stop Career Center services are effective in that workers who use those services have better outcomes in terms of employment and earnings than similar workers who do not use those services. See, for example, the survey by Robert LaLonde (1995).

An experimental analysis of the WIA program is now underway by the U.S. Department of Labor, and results should be available in approximately 2015. Lacking that, the most comprehensive and state-of-the-art quasi-experimental study is that by IMPAQ International (Heinrich, Mueser, and Troske, 2008). This study compared approximately 160,000 WIA program participants in the Adult and Displaced Worker programs in 12 states (Massachusetts was not one of the states studied) who entered the WIA program between July 2003 and June 2005, with nearly three million comparison individuals. Program participants were matched with similar control individuals using propensity score matching, and were compared with matched control group individuals on the basis of earnings and employment over a 10- to 16-quarter period after entering the program, using wage records from the Unemployment Insurance system. The three million comparison individuals were drawn from either Unemployment Insurance (UI) claimants or from the U.S. Employment Service (ES) participants, depending on the state. ES participants receive a minimum level of services that may be comparable to the Core services received by the WIA recipients, and in most states, UI recipients are required to

1 By "quasi-experimental" studies, we mean ones that do not use random assignment of the treatment (the job program, in this case), but instead make use control groups, pre-tests, or "natural" experiments, and which commonly also use sophisticated statistical techniques, in order to enhance the validity of the studies' results. The term "nonexperimental" is often used instead, but we prefer "quasi-experimental", in keeping with the terminology used by Shadish, Cooke, and Campbell (2002). In their framework, "nonexperimental" refers to studies that are observational or correlational, without design features such as control groups or pre-tests.

register for ES services. Thus the study estimated the additional effect on employment and earnings above and beyond the low-level of ES services.

The conclusions of the study were as follows:

- Adult program Core/Intensive services (Core and Intensive series combined) have a sustained impact (by 16 quarters) of approximately $200-$300 per quarter. That is, adults who receive these services earn, on average, $200-$300 more per quarter after the program than adults on UI or those who receive services only under the ES program.
- Adult program Training services raise quarterly earnings by $500-$600 for males and by $800 for females over those who receive only Core/Intensive Adult program services.
- Dislocated Worker program Core/Intensive services raise quarterly earnings by about $400 for females and $300 for males (by 16 quarters) but there appears to be some selection bias in these estimates, as difference-in-difference estimators result in outcomes of only $200 for females and less than $100 for males.
- Despite the small earnings impact of Core/Intensive services in the Dislocated Worker program, there is a positive impact on the probability of being employed, about 5 percent for females and 2.5 percent for males.
- Dislocated Worker program Training services have essentially little (females) to no (males) effect on increasing earnings or on the probability of employment above and beyond Core/Intensive Dislocated Worker services.
- Impacts were also estimated for several sub-groups: nonwhite non-Hispanics; Hispanics; youth (under 26 on entry to the program); older workers (over 50 on entry to the program); and veterans. Basically, the authors found no evidence of substantial differences between these sub-groups and the overall population of persons served by the WIA programs.
- The study did not include the Youth program in its analysis.

Thus the best study currently available finds significant positive earnings and employment impacts for disadvantaged job seekers, and moderate employment impacts for job-losers. Although training successfully raises earnings for disadvantaged workers, there is no evidence that it does so for job-losers. As the authors note, this latter result could be the consequence of selection bias, in that those who received training could be different than those in the comparison group on unobserved factors that could have affected the outcomes. Indeed, participants in the Dislocated Worker program had significantly higher pre-program quarterly earnings and employment probabilities than their matched comparison group. This could be because they had been employed in jobs that paid above-market wages, but in sectors that were declining in the ever-changing economy. If so, the program effects generally and the training effects in particular estimated in this study could significantly understate the true impacts of the Dislocated Worker program. We'll have to wait until the DOL study results are available in a few years to have a definitive estimate of the impacts of the Displaced Worker program.

*Prior Studies of Prior Public Sector Job and Training Programs*

Prior studies of prior public sector job and training programs may give important insights about the effectiveness of existing programs like the One-Stop Centers under the WIA, or new or proposed programs like Georgia Works (see below for description). This is because:

1. The current WIA programs were patterned in large part on what appeared to be the most successful aspects of prior programs.
2. In the absence of experimental studies of the WIA system, the handful of experimental studies of prior programs may be helpful in assessing the likely effectiveness of the WIA.
3. Prior studies may point to ways in which the WIA system might be improved upon, either in terms of the types of services offered, their scale, or their intensity.

A short but representative list of studies includes those by Ashenfelter (1978), Manpower Demonstration Research Corporation (1980), Bloom (1984, 1990), Leigh (1990), LaLonde (1986), Jacobson, LaLonde, and Sullivan (1994), and Kodrzycki (1997). Several of these and many others were summarized and their results synthesized in an excellent summary articled by Robert LaLonde (1995) and Kodrzycki (1997). With respect to what they imply about the effectiveness of the current WIA system or how that system might be improved, the following points are salient.

Job programs of many kinds have significant positive impacts for disadvantaged groups. The experimental National Supported Work Demonstration (Manpower Demonstration Research Corporation, 1980), for example, focused on the most severely disadvantaged groups, including long-term Aid to Families with Dependent Children (AFDC) recipients, ex-addicts, ex-offenders, and young school dropouts. About 6,600 individuals were studied, with about half randomly assigned to the supported work experience treatment. The treatment involved providing recipients with supervised work experience of a year or so. Persons were tracked for up to three years. The program had large, positive impacts for AFDC recipients. Earnings and employment were also improved for the ex-addict group. The effects on ex-offenders were only marginally positive, while the youth group did not experience long-term gains. The basic conclusions from several other experimental studies surveyed by LaLonde (1995) show that, among the disadvantaged, women typically benefit the most, and youth the least.

There have been relatively few high-quality studies of the effect of training for displaced workers. The quasi-experimental studies (summarized in Kodrzycki (1997) and LaLonde (1995)) tend to show no or negative impacts of training for displaced workers, while the few experimental studies (Leigh, 1990) show positive – and generally large – impacts compared to workers who received no job assistance. However, in these experimental studies, the group that was eligible for training had lower gains than the group that received only job search assistance. (All the experimental studies, and generally, the quasi-experimental studies too, showed large returns to job search assistance for displaced workers.) One exception to the negative findings for training was a quasi-experimental study of a program in which displaced workers were given more intensive and longer-term classroom training services than were normally available to displaced workers (Jacobson, LaLonde, and Sullivan, 1994). Males exhibited earnings gains of five to ten percent per year of training after seven years. This raises the possibility that gains come later; and that a more intense training period can yield gains. Kodrzycki (1997) posits that the negative findings relative to job search may reflect the higher likelihood of workers who

receive training switching careers, and thus starting in the new job on a lower pay scale than workers who search for jobs in their current career. The payoff to training may come later – after most studies end their tracking. The payoff could be in the form of a higher long-term pay profile and/or a lower probability of future layoffs, especially if the new career is in a growing sector.

These studies of earlier programs generally support and confirm the findings of the WIA quasi-experimental study in the prior section. Both find substantial gains for disadvantaged workers in general, and both find either little, no, or negative effects of job training for displaced workers relative to job search assistance. It is interesting, however, that the training effects of the experimental studies are higher than those of the quasi-experimental studies. Finally, one of LaLonde's (1995) conclusions of his review was that what was probably needed was more intensive long-term training services. The findings of the DOL experimental study on the WIA, available in a few years, should be instrumental in assessing and reforming the current program, especially with respect to training for displaced workers.

*Employer-Based Training or Internships*

Several workforce development models utilize an employer workplace as a training site to assist unemployed individuals with skill development and fill employer hiring needs.

***On-the Job Training (USDOL model)***
The federally funded On-the-Job Training model is a highly regulated program that provides public funding to subsidize both the trainees wages while in training and the cost of training. Based on a brief scan of evaluation literature, we did not find standardized evaluation efforts that focus solely on OJT models and participants.

***Employer-Based Training (Unpaid) Internships***
Several new models have also developed across the country over the last five years that resemble unpaid training internships at employer worksites. The GeorgiaWorks model is the best known nationally. These models tend not to rely heavily on public funding and were created to serve a larger number of unemployed individuals and employers (OJTs have limited enrollments because they are costly.).

- **GeorgiaWorks (GW$):** Currently, there are no formal evaluations of the GeorgiaWorks model. Below is a description of the program including outcome information from the Georgia Department of Labor.
  - Started in 2003, Georgia allows people collecting unemployment benefits to train at selected businesses up to 24 hours a week for six weeks (the number of hours allows for job search requirements) at no cost to the employers. If the individual is an unemployment insurance claimant there is no impact on benefit levels.
  - No compensation from employer. Employer not subject to wage and hour.
  - State pays for workers' compensation when needed (through a procurement process with insurance companies providing WC to temp firms and using state funding).

- The state does not provide health benefits for UI claimants. COBRA if applicable.
- Training is the main goal of the placement. The employer registers a "Training Order" in their job bank. This document is an advertisement of an opening, it is not a contract.
- When not being trained, unemployment recipients are expected to search for other jobs in accordance with UI regulations.
- Claimants attend an orientation session on the program. Sign a participant agreement. Get tips on developing a work/training site and how to pitch to employers.

➢ **GW$ Job Seeker Outcomes** (Data Source: GA Department of Labor, November 2010)
  - 11,241 claimants entered program (through 8/2010)
  - 4,245 or 38% of trainees hired during 6 week training period
  - 12,199 or 63% of trainees who participated found work within 90 days with their GW$ trainer or another employer.

➢ **Georgia UI Trust Fund Savings** (Data Source: GA Department of Labor, November 2010)
  - $1,746 average savings to the trust fund per trainee entering employment (through 09/30/10)
  - $7,590,905 in savings to the trust fund (through 08/31/10)

*Sector Initiatives – Employer Designed Training Initiatives*

Over the last ten years, states (including MA) started to utilized federal Workforce Investment Act resources and private foundation funding to support "sector strategies" that design education and training for unemployed and incumbent workers based upon the direct hiring needs of employers. These training models are formed around the talent needs of employers, require employer participation in the design and implementation, and often include hiring agreements with the employer. There are a variety of national evaluations on different sector models implemented across the country.[2] The most recent summary of evaluation work from Public

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[2] M. Conway, A. Blair, S. Dawson & L. Dworak-Munoz, *Sectoral Strategies for Low-Income Workers: Lessons from the Field* (Washington, DC: The Aspen Institute, Workforce Strategies Initiative, 2007).

I. Rademacher, ed., *Working with Value: Industry-specific Approaches to Workforce Development – A Synthesis of Findings* (Washington, DC: The Aspen Institute, Economic Opportunities Program, 2002)(a three-year longitudinal study of sectoral program participants)

N. Pindus, et.al., Evaluation of Sectoral Employment Demonstration (Washington DC: The Urban Institute and The Aspen Institute, March 2004); J. Padden & N. Hewat, Skills Shortages Demonstration Program, Final Report (Lansing, MI: Public Policy Associates, Inc., June 2003).

M. Conway, L. Dworak & A. Blair, Sectoral Workforce Development: Research Review and Future Directions (Washington, DC: The Aspen Insitute, May, 2004)(meta review of research reports on sectoral training strategies).

Private Ventures[3] notes that many past approaches to workforce development (public or non-profit) have often failed to adequately address employer hiring or talent needs. Sector strategies create education and training curricula and pathways that directly target employer hiring and provide both skill acquisition and job placement outcomes for low-income/low-skilled individuals while meeting employer needs – at the same time. Their research showed that models across the country show positive job placement, higher hourly wages, increased employment in jobs with healthcare benefits and reductions in poverty levels for participants. In addition, sector models have shown significant benefits for employer participants. Massachusetts is one of a few states that has made an effort to evaluate the impact of these models on employer participants. The research brief "Measuring Business Impact: Lessons Learned from Workforce Development in Massachusetts" [4] outlines key benefits including, reduced employee turnover and costs, reduced job vacancy rates at the employer, promotion of incumbent employees, increase communication skills between employees and supervisors, reduced costs related to material waste/scrap or error rates, increased employee productivity, and overall reporting of millions of dollars in overall cost savings to the participating businesses.

***MA Sector Strategy -- Massachusetts Workforce Competitiveness Trust Fund***

Established in the Economic Stimulus Bill of 2006, this fund provides financial support for programs that pair education, workforce development and critical industry sectors in regional partnerships, designed to meet regional economic needs. To date, the Fund has distributed all its funds.

It is designed to enable a broad range of residents—including older workers, low-wage workers, low-income individuals, disabled citizens, vulnerable youth, incumbent workers and the unemployed—to gain access to employment, education and the skills to move along a career path leading to economic self-sufficiency.

Since 2007, the $18M in funding through the WCTF has:

- Developed **36 industry-lead training partnerships** across the state.
- **229 Businesses** and **46 training and education organizations** were partners.
- **Over 8,700 individuals** were trained.
- **Business participant documented improvements** in productivity, profitability, increased sales, employee retention, diversity, safety, communication skills and customer service ratings.
- **More than $16M was leveraged in matching funds** from businesses, philanthropy and other sources.

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C. Lea, *BEST Benefits: Employer Perspectives*, Research and Evaluation Brief, Vol. 2, Issue 4, (Boston, MA; Commonwealth Corporation, October 2004).

[3] A. Roder, C. Clymer & L. Wyckoff, *Targeting Industries, Training Workers, and Improving Opportunities: The Final Report from the Sectoral Employment Initiative* (Philadelphia, PA: Public/Private Ventures, 2008).

[4] Lisa Soricone and Navjeet Singh, *Measuring Business Impact: Lessons Learned from Workforce Development in Massachusetts* (Boston, MA: Commonwealth Corporation, 2011). http://www.commcorp.org/resources/documents/Measuring%20Business%20Impact%20-%20Lessons%20Learned%2009.20111.pdf

## CHALLENGES AND OPPORTUNITIES

The Commonwealth faces several challenges to incent job creation. Each challenge reflects an opportunity, as they are opposite sides of a coin.

- One challenge is to attend to the **immediate problem of high unemployment** by creating more jobs and retraining the unemployed for existing openings. The opportunity in meeting this challenge is to reduce the economic pain endured by those households who have a person out of work.
- A second challenge is to provide **the future labor force** needed in the coming years and decades. The opportunity is to secure good jobs at good wages for the state's adult population, and their children.
- A third challenge is to **create demand for jobs** by attracting private investment to the Commonwealth. The opportunity is to secure current and future hiring demand by employers.

How do we meet these challenges and therefore take advantage of the opportunities? We offer four broad strategies for the state (and local) government(s), and, within each broad strategy, some recommendations. These recommendations are not complete or comprehensive, but reflect the implications of the analysis and research summarized in this section above.

1. Undertake public investment in human capital, infrastructure, and amenities.
2. Efficiently allocate existing resources.
3. Formulate tax policy to encourage economic growth.
4. Raise additional public revenues to carry out these strategies.

Some specific recommendations for <u>public investment in human capital, infrastructure, and amenities</u> to align the skills of the workforce with job demand and attract companies to the Commonwealth *based on effective practices* document in research and evaluation include the following:

- **Expand the capacity of the One-Stop Career Centers**. They are a key resource for providing job skills and retraining resources for those who are currently unemployed. In coordination with secondary and higher-education institutions, they can play a pivotal role in workforce development for those who are still unprepared for successful careers after their traditional education experience, and for those who have been displaced from a career and need or want to pursue a new career. Support the development and implementation of new strategies to expand service capacity at One-Stop Career Centers developed by the Executive Office of Labor and Workforce Development.

- **Expand job training grant programs to retrain the unemployed for existing job opportunities**, and publicize their availability. Focus training funding for the <u>unemployed</u> on models that directly engage employers, like Sector Initiatives (MA Workforce Competitiveness Trust Fund), On-the-Job Training, or employer-based

internship models etc. In addition, an incumbent worker training program that operates in MA is the Massachusetts Workforce Training Fund. This appears to be a successful and cost-effective program that may be underutilized in large part because many employers may not be aware of the program based on the program evaluation.

- **Expand enrollment in regional technical high schools** and the resources needed to keep them top-notch. The state's technical schools have been noted (Schwartz et al, 2011) as a model for developing the nation's future workforce. We need to ensure that students, parents, and guidance counselors are more aware of the opportunities provided by these schools in pursuing a successful career or higher education after high school. In addition, policy makers have discussed ways to translate the success of vocational technical high schools in engaging students in academic curriculum through career development, demonstrated performance on MCAS, and higher graduation rates than many mainstream K-12 schools.

- **Develop consistent communication between community colleges and regional businesses** in order to better match community college offerings to regional employment growth and increase the number of graduates in "high demand" jobs. In turn, provide **adequate resources for equipment and classroom capacity** for community colleges.

- **Greatly expand pre-K programs**, paying attention to best practices suggested by the literature and educational research, such as hiring quality personnel for these programs.

- **Explore middle and high school reform to develop pathways to careers for all students,** including those students not likely to go to college, as suggested in the "Pathways to Prosperity" report (Schwartz et al, 2011).

- Explore statewide strategies to **lower high school dropout rates**.

- Ensure that the public higher-education system has the resources to provide an education that is on par with that available in the state's private schools and universities, and which is affordable for any state resident.

- **Continue to support and expand a transportation and communication infrastructure that will attract businesses** and allow for efficient commuting. See "Demand Subcommittee" report for additional information.

Regarding the efficient allocation of existing resources, this is achieved by "good government" practices in setting budget priorities and coordination between agencies, recommendations for which are beyond the scope of this report and which are also well-known by the current Administration. However, the policies and programs analyzed in this section suggest that the following aspects and tools of policy analysis are important:

- **Use cost/benefit analysis** where possible to identify which programs are successful and which are not.

- Not all programs are equally effective, so **scarce funds should be directed towards successful program**s that give the most "bang for the buck". The effectiveness of programs may vary by the population served.

- Different programs may have different payoff periods (pre-K versus OJT training, for example), so **net present values should be used in determining effectiveness**.

- **Equity considerations** may be important.

- The restricted hiring demand by employers throughout the recession may affect the relative priorities and effectiveness of programs (e.g. low job placement rates due to lack of job openings), at least in the short term.

With regard to using tax policy to encourage economic growth, the literature offers the following general findings, which can guide tax policy debate:

- **Business taxes *do* appear to matter**, although there is no consensus over what the best tax policy should be. Broad-based reductions in business taxes, such as the corporate tax rate, appear to be effective in business location decisions and therefore job creation. Some authors find that targeted business tax reductions are more effective – in terms of cost effectiveness in job creation – than broad-based reductions. These would include investment tax credits, job subsidies, training subsidies, enterprise zones, etc.

- Tax policy works by affecting business costs, so this suggests **that tax reform that lowers business costs indirectly should be considered also**. For example, the high cost of housing in Massachusetts is often cited as a disincentive for business location (because it raises the wages that employers need to pay in order to attract labor) and for in-migration of households as well. There are incentives for cities and towns to restrict the supply of housing (and therefore to exacerbate the cost of housing) when the additional local real estate tax revenue from new construction is less than the expected costs to the municipality of providing the additional local services like education, police, and fire services that the new construction will entail.

- Similarly, **policies that lower the cost of health care to businesses**; or policies that lower the cost of health care to government, (since these lower cost could be shared by businesses through lower taxes), could be considered as well.

These strategies require additional public revenues. Public investment in human capital, infrastructure, and amenities require public funds. Moreover, business tax reductions require tax increases in other types of taxes in order to finance them or cuts to overall state spending. The major debate here is both political and policy-oriented, and the solution requires educating policy makers, law-makers, and the general public on the gains to be had by these suggested tax and spending policies.

COMMONWEALTH CORPORATION

# Commonwealth of Massachusetts

## Regional Workforce Investment Profiles FY2011

Deval L. Patrick - Governor

Timothy P. Murray - Lt. Governor

Joanne F. Goldstein - Secretary, Labor and Workforce Development

COMMONWEALTH CORPORATION

Commonwealth Corporation strengthens the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education and workforce organizations. We seek to meet the immediate and emerging needs of businesses and workers so that they can thrive in our dynamic economy. Commonwealth Corporation is a Massachusetts quasi-public corporation within the Executive Office of Labor and Workforce Development.

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# FY2011 Workforce Investment Resources for Local Service Delivery

## INTRODUCTION

The Regional Workforce Investment Profiles is an annual publication that includes details of major Massachusetts workforce development programs, available funding resources and the number of individuals served during a fiscal year. The Fiscal Year 2011 edition includes federal and state funds provided to local workforce investment areas during state fiscal year 2011—July 1, 2010 through June 30, 2011. This publication includes all the major programs that the Workforce Investment Act of 1998 names as potential partners to be considered in each state's workforce investment system. Summary information about public higher education is also included.

The information presented for each program or resource includes the program name, the funds available during FY2011, and the number of people served during the same time period. The Funding Notes for each table provide additional information about programs such as their source of funding, target population, services provided, and distribution of funds. State and local workforce development partner agencies provided the information on program resources and service levels. The funding amounts reported in this document were available for workforce development within workforce investment areas and do not include any resources that state agencies may have used for administration, technical assistance or other state activities.

The Regional Workforce Investment Profiles are produced by Commonwealth Corporation, under the auspices of the Massachusetts Workforce Investment Board (MWIB) and the Executive Office of Labor and Workforce Development (EOLWD). State agencies and organizations contributing to the publication include:

- Commonwealth Corporation
- Department of Career Services
- Department of Elementary and Secondary Education
- Department of Higher Education
- Department of Housing and Community Development
- Department of Transitional Assistance
- Executive Office of Elder Affairs
- Massachusetts Commission for the Blind
- Massachusetts Rehabilitation Commission

# FY2011 Workforce Investment Resources for Local Service Delivery

## REVIEW OF FY2011 WORKFORCE INVESTMENT RESOURCES

### Workforce Segments

The programs included in this report are organized into four workforce segments:

- **Emerging Workforce**: In-school and out-of-school, at-risk youth age 14–24 that are, or soon will be, new entrants into the workforce.
- **Transitional Workforce**: Unemployed individuals transitioning back into the workforce and employed workers seeking new jobs, including programs for individuals with multiple barriers to employment.
- **Incumbent Workforce**: Employed workers that need additional education and training in order to advance in or retain current employment.
- **ABE/ESOL**: Unemployed and working adults with needs in Adult Basic Education (ABE) or English for Speakers of Other Languages (ESOL).

A separate section provides information about public higher education, including state appropriations, enrollments and degrees awarded. Information on the total public preK-12 school system is not included.

### How Public Funds Are Distributed

Authorizing legislation for state or federally funded programs usually includes a description of how the funds will be distributed. Two common types of distribution are formula and competitive funds.

#### Formula Funds

Many funding sources authorized by the Congress or the Massachusetts Legislature are designated as formula funds to be distributed equitably across a geographic area (nationwide or statewide). Equitable distribution to local areas is calculated by a formula based on a needs analysis. Programs utilize different indicators of need such as unemployment rate, poverty rate, high school dropout rate, public assistance caseloads, etc. Funding streams are distributed according to various geographic divisions such as school districts, counties, or workforce investment areas.

#### Competitive Funds

Several funding sources are designated as competitive funds to be awarded through a competitive procurement process. A competitive procurement process typically includes a published request for proposals (RFP), a bidder conference, and a proposal review process leading to the selection of one or more service providers or grantees.

### American Recovery and Reinvestment Act (ARRA) Funding

On February 17, 2009, the American Recovery and Reinvestment Act of 2009 (ARRA) was signed into law by the President. This $787 billion Recovery plan included federal tax cuts and incentives, an expansion of unemployment benefits, support for infrastructure modernization projects, and funding for a wide variety of programs including education and workforce development.

Some programs listed in the Regional Workforce Investment Profiles (Profiles) received ARRA appropriations. In many cases, the funding was awarded through regional allocations consistent with the formulas in the program's enabling legislation. State and national competitive processes resulted in additional ARRA grant awards for local regions. Most of the ARRA awards were reported in the FY2010 Profiles and the bulk of the expenditures occurred in FY2010. There were a limited number of new ARRA funding awards in FY2011 and this funding source is highlighted within the federal resources for the corresponding workforce program in the FY2011 Profiles.

# FY2011 Workforce Investment Resources for Local Service Delivery

## FY2011 Summary of Workforce Investment Resources

Table 1 (page 8) lists the funding resources available during FY2011 for each of the four workforce segments—emerging, transitional, incumbent, and ABE/ESOL—as well as for public higher education. It also shows the state and federal contribution for each program or funding source within each segment. The details of these resources, broken down by region, i.e., local workforce investment area, are presented in Tables 2 through 12. Table 13 presents a summary of all resources for each workforce investment area.

There are 16 local workforce investment areas in the Commonwealth. See page 7 for the map of workforce investment areas. A list of the cities and towns in each workforce investment area can be found on page 47.

## Total Funding $229.2 Million in FY2011

A total of $229.2 million was available from state and federal programs for workforce development in FY2011, the eleventh year of the Workforce Investment Act implementation in Massachusetts. Much more than half of the total funds (61%) were targeted to the transitional workforce (Table A1). The remaining funds were targeted to the other segments as follows: emerging workforce (21%), ABE/ESOL (14%), and incumbent workforce (4%).

**Table A1: FY2011 Total Resources: Funding Sources by Workforce Segments**

| | State | | Federal | | Total | |
|---|---|---|---|---|---|---|
| **Segment** | **Resources** | **Col. %** | **Resources** | **Col. %** | **Resources** | **Col. %** |
| **Emerging Workforce** | $11,957,398 | 18% | $35,131,162 | 22% | $47,088,560 | 21% |
| **Transitional Workforce** | $21,294,467 | 32% | $120,003,677 | 73% | $141,298,144 | 61% |
| **Incumbent Workforce** | $9,175,872 | 14% | $0 | 0% | $9,175,872 | 4% |
| **ABE/ESOL** | $23,444,289 | 36% | $8,170,568 | 5% | $31,614,857 | 14% |
| **TOTAL** | $65,872,026 | 100% | $163,305,407 | 100% | $229,177,433 | 100% |
| **Public Higher Education** | $824,867,957 | --- | $72,273,721 | --- | $897,141,678 | --- |

As shown in Table A1, there are major differences in the workforce segments supported by state and federal funds. About 36% of the state dollars are for ABE/ESOL and a similar share (32%) is for the transitional workforce, with the balance of funds for the emerging workforce (18%) and the incumbent workforce (14%). Federal funds (mostly annual appropriations) are heavily weighted towards the transitional workforce (73%) and the emerging workforce (22%), with the ABE/ESOL allocation only about 5% of the total. There were no federal dollars available for new FY2011 awards for the incumbent workforce.

The FY2011 total resources of $229 million are $46 million lower than the FY2010 total of $275 million, a reduction of 17%. Funding from the American Recovery and Reinvestment Act (ARRA) provided $12 million of the FY2011 local workforce investment resources, compared to over $66 million in awards included in the FY2010 Profiles. The decrease in new ARRA dollars was principal reason, on a net basis, for the FY2011 decrease in total dollars. The FY11 ARRA funds supported emerging and transitional workforce programs and are included in the overall federal funding summary. Without this new FY11 ARRA funding, reductions in state and federal funding would have totaled over $58 million, with the overall total resources at $217 million, a significant contraction of resources in FY2011 to the lowest levels since the passage of the Workforce Investment Act.

## FY2011 Workforce Investment Resources for Local Service Delivery

State funds represent 29% of the total FY2011 resources (Table A2) and federal dollars were 71% of the total resources. State funds are the main support for incumbent workforce and ABE/ESOL programs. Federal funds were the source of 75% of the emerging workforce funding and five out of every six dollars spent on transitional workforce programs. Public Higher Education was supported in FY2011 by a final installation of ARRA funds in addition to state appropriations.

**Table A2: FY2011 Total Resources: Workforce Segments by State & Federal Shares**

| | State | | Federal | | Total | |
|---|---|---|---|---|---|---|
| **Segment** | **Resources** | **Row %** | **Resources** | **Row %** | **Resources** | **Row %** |
| **Emerging Workforce** | $11,957,398 | 25% | $35,131,162 | 75% | $47,088,560 | 100% |
| **Transitional Workforce** | $21,294,467 | 15% | $120,003,677 | 85% | $141,298,144 | 100% |
| **Incumbent Workforce** | $9,175,872 | 100% | $0 | 0% | $9,175,872 | 100% |
| **ABE/ESOL** | $23,444,289 | 74% | $8,170,568 | 26% | $31,614,857 | 100% |
| **TOTAL** | $65,872,026 | 29% | $163,305,407 | 71% | $229,177,433 | 100% |
| **Public Higher Education** | $824,867,957 | 92% | $72,273,721 | 8% | $897,141,678 | 100% |

### State Funding

The Commonwealth provided $65.9 million, or 29%, of local workforce investment resources in FY2011. State funding increased by over $2.2 million overall from FY2010 levels. While there were reductions of over $2.1 million in the transitional workforce segment, an increase of $700k for the emerging workforce combined with an increase of $4 million for the incumbent workforce resulted in a net gain in FY2011. The state share in FY2011 improved from its FY2010 level of 23%. The higher FY2011 state share was the result of fewer reductions in the state budget combined with the effect of the loss of most federal ARRA funding in the overall resources. As stated above, state resources are the primary source of funds for ABE/ESOL and incumbent worker programs.

### Federal Funding

Federal funding provided $163.3 million, or 71%, of local workforce investment resources in Massachusetts during FY2011. Federal funding decreased over $46 million from FY2010 levels, primarily due to the lack of new ARRA awards in FY2011. While this decrease affected both the emerging and transitional workforce segments, Federal funding is still the primary source of funding for programs in these segments. Federal funding for ABE/ESOL remained about the same as in FY2010 but there was a loss of $1.6 million for incumbent workforce programs with no funding awards for this segment.

### Public Higher Education

Since the FY2008 edition of the Workforce Investment Profiles, state appropriations for the public higher education system have been included in the report but as a separate category excluded from the total summary of local workforce investment resources. The total amount of the higher education appropriations from the FY2011 General Appropriations Act (GAA) was almost $825 million, with $210 million for the 15 community colleges, $191 million for the 9 colleges in the state university system, and $424 million for the 5 campuses of the University of Massachusetts. This was an increase of $86 million, or 12%, from the final FY2010 GAA levels. The higher education system also received over $72 million in ARRA State Fiscal Stabilization Funds (ARRA SFSF) but this was a significant reduction in ARRA SFSF funds from the FY2010 level of $230 million. Overall, public higher education was reduced by $73 million, or 7% of the FY2010 level.

## FY2011 Workforce Investment Resources for Local Service Delivery

### Comparison of FY2009, FY2010, and FY2011 Workforce Investment Resources by Segment

Table A3 compares the resources by workforce segments as reported in the FY2009, FY2010, and FY2011 Regional Workforce Investment Profiles. Although efforts have been made to adjust and revise the data series as needed, cross-year comparisons should be viewed with caution, as there may be program and/or reporting differences in the way some programs have been included across the three-year period. The total funding represented a dramatic decrease of $46 million from the FY2010 level, primarily due to the reduced availability of ARRA funds.

**Table A3: FY2009 – FY2011 Total Workforce Investment Resources, by Segment (in $000s)**

| | FY2009 | FY2010 | FY2010-FY2009 | | FY2011 | FY2011-FY2010 | |
|---|---|---|---|---|---|---|---|
| **Segment** | **Resources** | **Resources** | **Difference** | **Pct** | **Resources** | **Difference** | **Pct** |
| **Emerging Workforce** | $49,695 | $71,017 | $21,322 | 43% | $47,089 | ($23,928) | -34% |
| **Transitional Workforce** | $133,939 | $165,223 | $31,284 | 23% | $141,298 | ($23,925) | -15% |
| **Incumbent Workforce** | $11,186 | $6,767 | ($4,419) | -40% | $9,176 | $2,409 | 36% |
| **ABE/ESOL** | $33,673 | $32,041 | ($1,632) | -5% | $31,615 | ($426) | -1% |
| **TOTAL** | $228,493 | $275,048 | $46,555 | 20% | $229,177 | ($45,871) | -17% |
| **Public Higher Education** | $969,709 | $969,709 | $0 | 0% | $897,142 | ($72,567) | 7% |

Total funding for the programs included in the Profiles decreased by $46 million, from $275 million in FY2010 to $229 million in FY2011, or about 17% of the FY2010 total. As cited before, ARRA dollars were responsible, on a net basis, for this decrease from FY2010 levels. Effectively, without new FY11 ARRA awards, overall funding has retreated to the FY2009 level of resources.

There are differences from the overall trend for the four workforce segments and the key issues are highlighted in the following summary. See detailed Tables 2 through 12 for the descriptions of programs referenced in this brief overview.

#### Emerging Workforce

- Total funding decreased by almost $24 million in FY2011, which is a significant reduction of 34% from FY2010 levels. The FY2011 level is also $2.7 million lower than FY2009 resources for the emerging workforce segment, i.e., youth programs. In recent years prior to FY2010, youth programs overall had seen relatively modest increases each year since FY2005 ($41 million).
- The federal WIA Youth appropriations decreased by about $22.4 million, with a reduction to the formula allotment of $1.3 million and the lack of new ARRA funding compared to the FY2010 ARRA allotment of $21.1 million. There was a second round of funding for the ARRA/Byrne Youth Jobs program but with a reduction of $875,000 from the FY2010 level. The federal Perkins IV funding for Career/Vocational Technical Education decreased by about $1.4 million.
- The state funding for YouthWorks Summer Jobs increased by about $600,000. The Bridging the Opportunity Gap training program for DYS youth increased its grant awards by almost $100,000.
- The total federal funding reductions in FY2011 of $24.7 million were only slightly offset by the modest increase in state funding of $700,000, resulting in the overall cut of $24 million for youth programs. The loss of the one-time FY2010 ARRA funding for WIA Youth of $21.1 million was the major reason for this decline.

## FY2011 Workforce Investment Resources for Local Service Delivery

### Transitional Workforce

- Total funding decreased by about $24 million in FY2011, which is a reduction of 15% over FY2010 levels. This funding level was, however, still over $7 million higher than the FY2009 total resources. Overall funding for this segment had been relatively stable the past few years prior to FY2010.
- In the Transitional Workforce segment, many federal programs saw decreases from FY2010 primarily as a result of the loss of one-time FY2010 ARRA funds. Labor exchange services in the One-Stop Career Centers lost about $2.4 million in ARRA Wagner-Peyser funds and almost $500,000 from the USDOL Disability Navigator grant that ended in FY2010. WIA programs for Dislocated Workers ($11.3 million) and Low-income Adults ($10.1 million) saw substantial net decreases due to ARRA losses. The Trade Adjustment Assistance program also saw a decrease in expenditures of $2.8 million. Lastly, there were no new FY2011 awards to replace the $10.7 million in FY2010 statewide demonstration programs supported by national and state discretionary ARRA funds. The total of these reductions in One-Stop Career Center funding was $37.8 million.
- There were some new federal grants for the One-Stop Career Center (OSCC) system to somewhat balance the losses listed above. The Reemployment and Eligibility Assessment program grant added $2.2 million. Significant new resources for plant closings and worker dislocations totaling $8 million came from National Emergency Grants (NEGs), Rapid Response set-aside funds and remaining ARRA Rapid Response supplemental funding. Even with this new funding of $10.2 million, the OSCC system lost $27.6 million compared to the FY2010 amount of resources.
- Other programs saw increases in federal funding totaling $9.7 million. The Senior Community Service Employment Programs received an additional $1.1 million and Community Service Block Grants saw an increase of $6.1 million in employment and training expenditures primarily due to $6 million from ARRA. The Massachusetts Rehabilitation Commission and Massachusetts Commission for the Blind saw increases in local Vocational Rehabilitation expenditures of almost $2.5 million.
- While FY2011 expenditures by workforce area are not yet available for the Department of Transitional Assistance's Employment Services Programs (DTA ESP), statewide projections based on the final FY2011 state budget have been included in Table 1. DTA ESP saw a FY2011 reduction in state funding of about $6.0 million. Combined with similar reductions in FY2009 and FY2010, the ESP program funding has been reduced by 60% from its FY2008 levels.
- Overall losses from the OSCC system ($27.6 million) combined with DTA ESP reductions ($6.2 million) were only partly offset by other federal increases ($9.7 million) resulting in the FY2011 loss of $24.1 million for this segment from FY2010 levels. The primary reason was ARRA-related decreases.

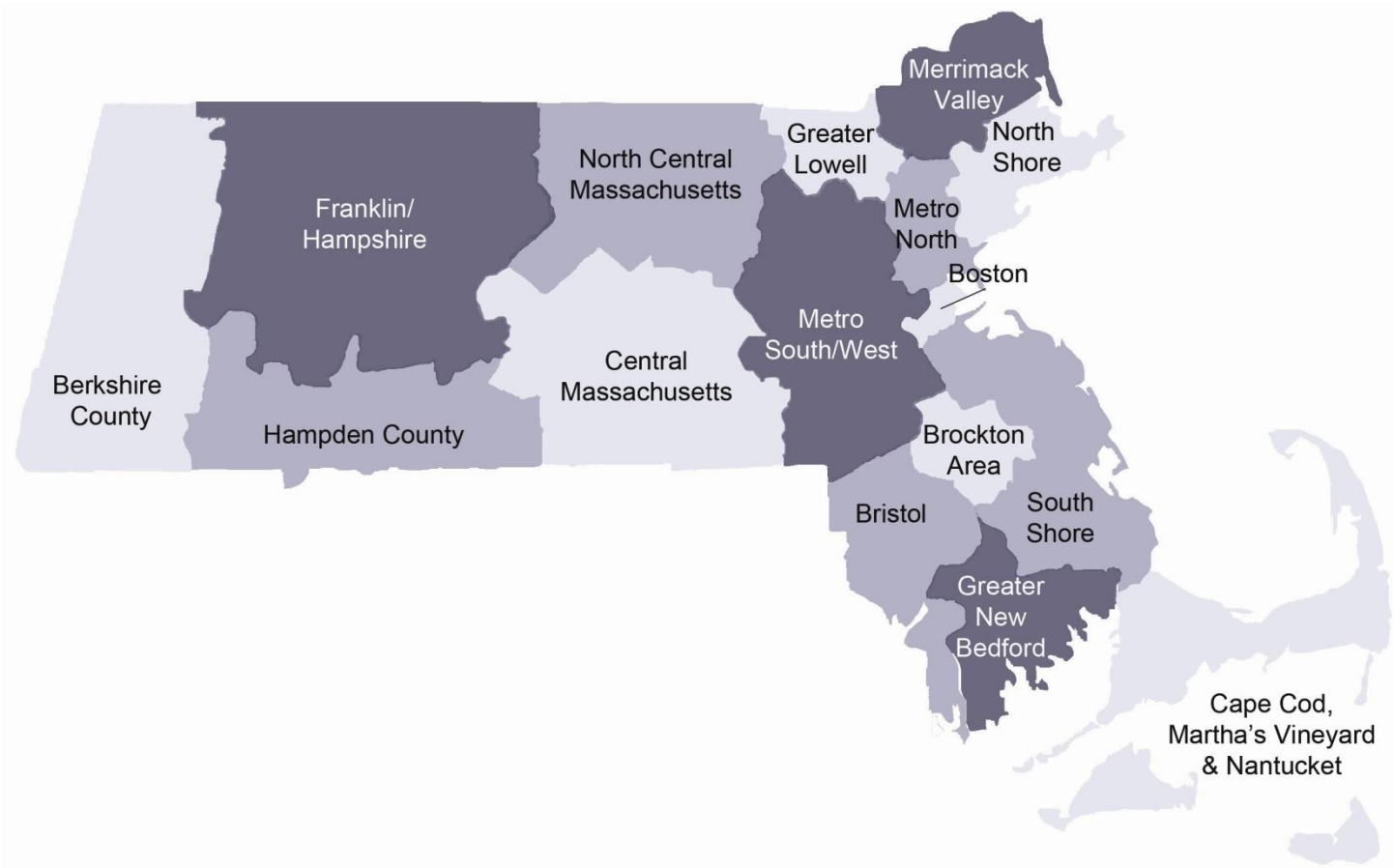
### Incumbent Workforce

- Workforce Training Fund Program awards were increased by $5.5 million, with all of the increase in the General Program. There were no new grants from the Extended Care Career Ladder Initiative (ECCLI) and Workforce Competitiveness Trust Fund (WCTF) which awarded $1.1 million in FY2010.
- There were no new FY2010 awards for the workplace education initiative, Learn at Work, which was supported by $2 million in FY2010 state, federal and ARRA funding.
- With total resources of $9.2 million, this segment saw an increase of $2.4 million over FY2010 levels. Funding is still below the FY2009 level of $11.2 million and far below the FY2008 level of $30 million.

### ABE/ESOL

- Total expenditures decreased by a modest $400,000 in FY2011, or 1% of FY2010 level. The decrease in expenditures was about equally shared by state and federal resources.

**Map of Local Workforce Investment Areas**



## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 1: FY2011 Workforce Investment Resources Summary

| | | State Resources | Federal Resources | TOTAL | Col. % |
|---|---|---|---|---|---|
| **EMERGING WORKFORCE TOTALS (Table 2)** | | **$11,957,398** | **$35,131,162** | **$47,088,560** | **21%** |
| **Table 2** | Career/Vocational Technical Education Grades 9-12 (Perkins) | | $13,211,627 | $13,211,627 | |
| | Career/Vocational Technical Education Post-Secondary (Perkins) | | $4,864,799 | $4,864,799 | |
| | MCAS Academic Support: Work-and-Learning | $938,146 | | $938,146 | |
| | MCAS Academic Support: OSCC Pathways | $704,787 | | $704,787 | |
| | Connecting Activities Grades 10-12 | $1,980,000 | | $1,980,000 | |
| | WIA Title I Low-Income Youth Services | | $14,779,736 | $14,779,736 | |
| | WIA ARRA 15% State Reserve Summer Youth Grants | | $375,000 | $375,000 | |
| | YouthWorks State Summer Jobs Program | $7,265,000 | | $7,265,000 | |
| | ARRA/Byrne Youth Jobs Program for New Communities | | $1,900,000 | $1,900,000 | |
| | Bridging the Opportunity Gap (BOG) | $1,069,465 | | $1,069,465 | |
| **TRANSITIONAL WORKFORCE TOTALS (Tables 3-9)** | | **$21,294,467** | **$120,003,677** | **$141,298,144** | **61%** |
| **Table 3** | Wagner Peyser-10% (OSCC: One-Stop Career Centers) | | $1,141,543 | $1,141,543 | |
| | Wagner Peyser-90% (OSCC) | | $10,273,888 | $10,273,888 | |
| | RES: Re-Employment Services – State & ARRA (OSCC) | $3,000,000 | $1,000,000 | $4,000,000 | |
| | REA: Reemployment and Eligibility Assessment (OSCC) | | $2,228,644 | $2,228,644 | |
| | One-Stop Career Center State Appropriation (OSCC) | $4,994,467 | | $4,994,467 | |
| **Table 4** | WIA Title I Dislocated Workers (OSCC) | | $13,604,341 | $13,604,341 | |
| | National Emergency Grants/Rapid Response Set-Aside (OSCC) | | $12,230,587 | $12,230,587 | |
| | WIA Rapid Response ARRA Supplemental Grants (OSCC) | | $2,310,304 | $2,310,304 | |
| | Trade Adjustment Assistance (OSCC) | | $7,219,911 | $7,219,911 | |
| **Table 5** | WIA Title I Low Income Adults (OSCC) | | $13,390,625 | $13,390,625 | |
| | Employment Services for Veterans: DVOP/LVER (OSCC) | | $2,845,952 | $2,845,952 | |
| **Table 6** | TAFDC Comprehensive Integrated Employment Svcs (estimated) | $7,500,000 | | $7,500,000 | |
| | TAFDC Additional Employment Services Programs (estimated) | $5,800,000 | | $5,800,000 | |
| **Table 7** | Senior Community Service Employment Program (SCSEP) | | $15,849,778 | $15,849,778 | |
| **Table 8** | Community Service Block Grants (CSBG) – Formula | | $1,653,387 | $1,653,387 | |
| | Community Service Block Grants (CSBG) – ARRA | | $5,967,748 | $5,967,748 | |
| | Moving to Work (HUD) | | $1,280,512 | $1,280,512 | |
| | Public Housing/Vouchers Family Self-Sufficiency (HUD) | | $3,855,615 | $3,855,615 | |
| **Table 9** | MA Commission for the Blind: Vocational Rehabilitation | | $3,195,705 | $3,195,705 | |
| | MA Rehabilitation Commission: Vocational Rehabilitation | | $21,955,138 | $21,955,138 | |
| **INCUMBENT WORKFORCE TOTALS (Table 10)** | | **$9,175,872** | **$0** | **$9,175,872** | **4%** |
| **Table 10** | Workforce Training Fund: General Program | $8,378,659 | | $8,378,659 | |
| | Workforce Training Fund: Express Program | $563,213 | | $563,213 | |
| | Workforce Training Fund: Hiring Incentive Grant Program | $234,000 | | $234,000 | |
| **ADULT BASIC EDUCATION/ESOL TOTALS (Table 11)** | | **$23,444,289** | **$8,170,568** | **$31,614,857** | **14%** |
| **TOTAL FY2011 WORKFORCE INVESTMENT RESOURCES** | | **$65,872,026** | **$163,305,407** | **$229,177,433** | **100%** |
| | State/Federal Share | 29% | 71% | 100% | |
| **FY2011 PUBLIC HIGHER EDUCATION – State & ARRA (Table 12)** | | **$824,867,957** | **$72,273,721** | **$897,141,678** | |

# FY2011 Workforce Investment Resources for Local Service Delivery

## Funding Notes

## Table 2: Emerging Workforce

### Department of Elementary and Secondary Education

#### Career/Vocational Technical Education

The count of secondary school students enrolled in career/vocational technical education includes those enrolled in a career/vocational technical education program in public school districts and collaboratives. The count of postsecondary students enrolled in career/vocational technical education includes those enrolled in a career/vocational program in the state's public two-year colleges and in regional vocational technical schools. Career/vocational technical education is funded through a number of local, state, and federal sources, including the Carl D. Perkins Career and Technical Education Improvement Act of 2006 resources listed in Table 2.

#### MCAS Academic Support Work-and-Learning and One-Stop Career Center Pathways

The Massachusetts Department of Elementary and Secondary Education (ESE) provided state academic support funds for "work and learning" programs on the secondary level which provided instruction in English language arts, mathematics, science and technology/engineering, integrated with structured internships for students in the classes of 2003-2012 who have taken and not yet passed the 10th grade Competency Determination, under the Massachusetts Comprehensive Assessment System (MCAS). Schools, workforce development partners, community colleges and other community-based organizations were eligible to apply for these competitively funded grants. In addition, academic support funds supported One-Stop Career Centers which provided options for post-12th grade students who needed further support to attain the skills necessary to pass the MCAS by addressing the unique academic, employment and career needs of those young adults. One-Stop Career Centers working in collaboration with local Workforce Investment Boards and other partners were eligible to apply for these funds.

#### Connecting Activities

Connecting Activities is a Department of Elementary and Secondary Education led initiative designed to drive and sustain the statewide school-to-career system. Working in partnership with the Executive Office of Labor and Workforce Development, it establishes public-private partnerships through Massachusetts' sixteen local Workforce Investment Boards. It connects schools and businesses to provide structured work-based learning experiences for students that support both academic and employability skill attainment. Through Connecting Activities, students achieve more learning hours by extending the classroom to the workplace while providing them an opportunity to develop strong employability skills on the job.

# FY2011 Workforce Investment Resources for Local Service Delivery

## Table 2: Emerging Workforce

### FY2011 Resources and Number Served, by Workforce Investment Area

| | Career/Vocational Technical Education Grades 9-12* | | Career/Vocational Technical Education Post-Secondary** | | MCAS Academic Support Work-and-Learning | | MCAS Academic Support OSCC Pathways | | Connecting Activities Grades 10-12 | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** |
| Berkshire County | $325,158 | 2,036 | $169,223 | 1,597 | $9,250 | 20 | $0 | 0 | $75,000 | 318 |
| Boston | $1,893,964 | 3,461 | $713,532 | 7,405 | $233,460 | 200 | $165,000 | 269 | $746,900 | 2,215 |
| Bristol County | $876,057 | 6,069 | $595,895 | 6,544 | $242,000 | 184 | $54,827 | 160 | $78,300 | 581 |
| Brockton Area | $556,648 | 2,467 | $198,873 | 3,270 | $66,000 | 52 | $55,000 | 217 | $75,000 | 462 |
| Cape and Islands | $433,909 | 2,138 | $201,042 | 2,611 | $0 | 0 | $0 | 0 | $75,000 | 385 |
| Central Mass. | $931,840 | 5,964 | $345,436 | 4,549 | $145,000 | 230 | $55,000 | 15 | $75,000 | 1,523 |
| Franklin/Hampshire | $335,849 | 1,639 | $126,796 | 1,436 | $23,000 | 20 | $55,000 | 81 | $75,000 | 320 |
| Greater Lowell | $760,797 | 5,516 | $370,747 | 5,641 | $0 | 0 | $0 | 0 | $75,000 | 571 |
| Greater New Bedford | $453,046 | 3,457 | $0 | 0 | $39,633 | 45 | $55,000 | 250 | $75,000 | 418 |
| Hampden County | $1,663,727 | 4,258 | $811,169 | 9,236 | $70,000 | 60 | $99,960 | 398 | $143,200 | 856 |
| Merrimack Valley | $769,878 | 1,796 | $434,627 | 4,665 | $0 | 0 | $55,000 | 50 | $75,000 | 417 |
| Metro North | $918,827 | 3,171 | $0 | 0 | $20,000 | 20 | $55,000 | 50 | $75,000 | 146 |
| Metro South/West | $1,508,017 | 6,870 | $120,047 | 2,275 | $0 | 0 | $0 | 0 | $111,600 | 587 |
| North Central Mass. | $406,467 | 2,453 | $291,439 | 3,231 | $66,383 | 60 | $55,000 | 60 | $75,000 | 779 |
| North Shore | $896,532 | 3,897 | $377,738 | 5,129 | $0 | 0 | $0 | 0 | $75,000 | 412 |
| South Shore | $480,911 | 3,669 | $108,235 | 1,702 | $23,420 | 20 | $0 | 0 | $75,000 | 56 |
| **TOTALS** | **$13,211,627** | **58,861** | **$4,864,799** | **59,291** | **$938,146** | **911** | **$704,787** | **1,550** | **$1,980,000** | **10,046** |

Information Source: DESE

* Includes Perkins IV formula allocations and grants, including Tech Prep grants.

** Includes Perkins IV grants to the 15 Community Colleges, Quincy College and the Benjamin Franklin Institute as well as regional vocational technical schools.

## Funding Notes
## Table 2a: Emerging Workforce (continued)
### Commonwealth Corporation

#### WIA Title I Youth Services
The Workforce Investment Act (WIA) provides for comprehensive year-round workforce development services for youth 14–21 years old. Youth services are administered through local Workforce Investment Boards (WIBs) and coordinated through the One-Stop Career Centers (OSCCs), in collaboration with more than 100 competitively procured service providers across the state. WIA Youth Services include: 1) tutoring and drop-out prevention strategies, 2) alternative secondary school services, 3) summer employment, 4) work experience, 5) occupational skill training, 6) leadership development, 7) supportive services, 8) adult mentoring, 9) follow-up services and 10) comprehensive guidance and counseling. The Executive Office of Labor and Workforce Development (EOLWD) awarded ARRA 15% State Reserve funds to local regions for a summer of 2010 WIA Youth Summer Jobs program, which was also supported by the remaining funds from the local FY10 ARRA formula allocations.

#### YouthWorks—State Summer Jobs Program
YouthWorks provides funds from a state appropriation that communities use to pay wages to low-income, at-risk youth (aged 14–21) for subsidized summer jobs at public agencies, nonprofit organizations, and private sector settings. Commonwealth Corporation administers the program on behalf of the Executive Office of Labor and Workforce Development (EOLWD). The YouthWorks program is targeted to 25 cities in Massachusetts that exhibit the greatest incidence of juvenile detention and adjudication, cities where low-income youth are especially in need of ensuring access to summer job opportunities. Applications to design and manage local YouthWorks programs are submitted on a cooperative basis between the targeted cities and the local Workforce Investment Board. Services include subsidized employment as well as educational components and career counseling.

#### Edward Byrne Youth Jobs Program for New Communities
The ARRA/Byrne Youth Jobs Program is supporting about 1,000 low-income youth in subsidized employment in 10 designated Massachusetts communities through December 2011. Funds supporting this program were appropriated in the American Reinvestment and Recovery Act (ARRA) through the Edward Byrne Memorial Justice Assistance Grant Program administered by the U.S. Department of Justice, Office of Justice Programs. ARRA/Byrne funds were awarded to the Massachusetts Executive Office for Public Safety and Security (EOPSS). Under an agreement with the Executive Office of Labor and Workforce Development, Commonwealth Corporation provides grant administration and program oversight. Funding was awarded to local organizations that deliver subsidized employment programs in the YouthWorks program. The primary component is subsidized employment at public or non-profit agencies, departments and authorities and private-sector settings. Participants are employed approximately 15-20 hours a week over a period of up to 12 weeks.

#### Bridging the Opportunity Gap (BOG)
The Bridging the Opportunity Gap (BOG) initiative was established in 2006 through an appropriation to the Massachusetts Department of Youth Services (DYS) from the Massachusetts State Legislature and through funding from federal Title 1 transition and reentry funds. DYS and Commonwealth Corporation have collaborated on this statewide initiative to address the career readiness and employability needs of DYS clients. The Bridging the Opportunity Gap initiative provides a variety of career development and employment-related services to DYS youth, with a special focus on those returning to their home communities following residential treatment. BOG program services including career readiness, vocational, and entrepreneurship training, workforce certifications and subsidized employment. BOG programs are administered by grantee organizations that include community and faith based organizations, workforce investment boards and career centers, and vocational technical high schools. The BOG initiative is based on a positive youth development model that is asset-based, culturally responsive, and delivered by personnel with experience in operating youth employability programs.

# FY2011 Workforce Investment Resources for Local Service Delivery

## Table 2a: Emerging Workforce (continued)

### FY2011 Resources and Number Served, by Workforce Investment Area

| | WIA Title I for Low-Income Youth | | | | YouthWorks State Summer Jobs Program | | ARRA/Byrne Youth Jobs Program for New Communities | | DYS Bridging the Opportunity Gap Initiative (BOG) | | Total (Tables 2 & 2a) Emerging Workforce All Youth Programs *** | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Formula | ARRA 15% | Year-Round* | ARRA** Summer | | | | | | | | |
| **Workforce Area** | **Resources** | **Resources** | **# Served** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** |
| Berkshire County | $283,772 | $23,437 | 75 | 62 | $94,373 | 52 | $0 | 0 | $89,294 | 28 | $1,069,507 | 4,188 |
| Boston | $1,710,015 | $23,437 | 382 | 523 | $2,760,700 | 1,737 | $400,000 | 208 | $138,165 | 60 | $8,785,173 | 16,458 |
| Bristol County | $1,186,812 | $23,437 | 345 | 99 | $335,025 | 209 | $150,000 | 78 | $79,782 | 37 | $3,622,135 | 14,350 |
| Brockton Area | $548,329 | $23,437 | 204 | 74 | $242,000 | 180 | $100,000 | 52 | $84,897 | 42 | $1,950,184 | 7,020 |
| Cape and Islands | $487,731 | $23,437 | 97 | 15 | $0 | 0 | $0 | 0 | $0 | 0 | $1,221,119 | 5,246 |
| Central Mass. | $1,245,932 | $23,437 | 340 | 306 | $684,206 | 490 | $275,000 | 143 | $132,168 | 55 | $3,913,019 | 13,617 |
| Franklin/Hampshire | $676,912 | $23,437 | 114 | 12 | $0 | 0 | $0 | 0 | $0 | 0 | $1,315,994 | 3,622 |
| Greater Lowell | $564,586 | $23,437 | 171 | 132 | $334,351 | 259 | $150,000 | 78 | $0 | 0 | $2,278,918 | 12,368 |
| Greater New Bedford | $979,896 | $23,437 | 302 | 16 | $306,039 | 160 | $150,000 | 78 | $52,835 | 25 | $2,134,886 | 4,751 |
| Hampden County | $1,534,137 | $23,437 | 626 | 258 | $984,852 | 550 | $375,000 | 195 | $141,331 | 72 | $5,846,813 | 16,561 |
| Merrimack Valley | $965,117 | $23,437 | 187 | 31 | $432,095 | 238 | $150,000 | 78 | $98,058 | 16 | $3,003,212 | 7,478 |
| Metro North | $1,216,372 | $23,437 | 236 | 23 | $370,752 | 330 | $0 | 0 | $99,000 | 30 | $2,778,388 | 4,006 |
| Metro South/West | $1,145,430 | $23,437 | 101 | 102 | $84,262 | 24 | $0 | 0 | $0 | 0 | $2,992,793 | 9,959 |
| North Central Mass. | $614,837 | $23,437 | 124 | 11 | $204,250 | 95 | $0 | 0 | $28,152 | 12 | $1,764,965 | 6,825 |
| North Shore | $775,936 | $23,437 | 144 | 72 | $306,039 | 180 | $150,000 | 78 | $125,783 | 96 | $2,730,465 | 10,011 |
| South Shore | $843,922 | $23,437 | 142 | 124 | $126,056 | 74 | $0 | 0 | $0 | 0 | $1,680,981 | 5,788 |
| **TOTALS** | **$14,779,736** | **$375,000** | **3,590** | **1,860** | **$7,265,000** | **4,578** | **$1,900,000** | **988** | **$1,069,465** | **473** | **$47,088,560** | **142,248** |

Information Source: CommCorp

* Youth supported with Formula funds, or with formula plus ARRA funds, participated mostly in year round programs, which may include a summer component.

** While most ARRA Youth funds were spent on summer of 2009 programs, new ARRA 15% grants and remaining ARRA formula funds supported some summer of 2010 programs.

*** Total number of youth enrollments may include some youth served in more than one funding stream.

# FY2011 Workforce Investment Resources for Local Service Delivery

## Funding Notes

## Table 3: Transitional Workforce

### One-Stop Career Centers (OSCC) Labor Exchange Resources for Job Seekers and Employers

### One-Stop Career Center Funding Sources

One-Stop Career Center (OSCC) services are supported by many funding streams from various federal, state and private sources. Types of services provided by One-Stop Career Centers for individuals include job search assistance and access to online job listings, career counseling, coaching on job search skills, workshops on a variety of job search strategies, access to resources including PCs, reference materials, resume building software, and economic data, networking groups and job clubs, and unemployment insurance walk-in services. Services available to employers at OSCCs include access to qualified job applicants, applicant pre-screening, posting of jobs, assistance with small and large-scale recruitment activities, help planning job fairs, testing and assessment of job candidates, targeted mailings, rental of conference rooms, labor market information, and information on training grants and tax credits. On the following pages, Tables 3 though 5 give an overview of funding available for services that were primarily delivered through the One-Stop Career Center system. Each table has a set of corresponding notes that explain the sources of funding.

### One-Stop Career Center State Line Item Grants

In 1994, the Commonwealth received a five-year demonstration grant of $11 million, funded by the USDOL, to pilot competitive One-Stop Career Centers. Boston, Hampden County, and Metro North implemented competitive One-Stop Career Centers in 1995 and participated in the demonstration grant. In 1999, the final year of the grant, Massachusetts received and distributed additional resources for use in the continuing implementation of One-Stop Career Centers in the remaining twelve local areas. Full implementation of One-Stop Career Centers in all workforce investment regions was completed during the first year under the Workforce Investment Act (FY2001). The state legislature supported the three original competitive Career Centers through a $2.75 million grant in FY1998 and FY1999. Since FY2000, the state legislature has continued its support to the original competitive centers and added funding to support the implementation, under WIA, of the One-Stop Career Centers in the remaining workforce areas. Additional resources are often secured by individual Career Centers or the state to support services for specific populations.

State and federal funding sources, including the Workforce Investment Act, require universal access to the services provided through One-Stop Career Centers. The principle of universal access maintains that any individual

will have access to the OSCC system and to core employment-related services. Information about job vacancies, career options, student financial aid, relevant employment trends, and instruction on how to conduct a job search, write a resume, or interview with an employer is available to any job seeker in the U.S., or anyone who wants to advance his or her career. The Massachusetts Department of Career Services manages the state's 34 One-Stop Career Centers, with additional branch locations. At the regional level, oversight is provided by local Workforce Investment Boards (WIBs), comprised of business, government, education, labor and community leaders.

### WIA Title III (Wagner-Peyser) Employment Services (ES & UI)

Employment Services (ES): Title III of the Workforce Investment Act mandates that federal Wagner-Peyser Employment Service programs are a primary provider, in partnership with WIA Title I, of "universal access" to services at One-Stop Career Centers. The Department of Career Services administers the Employment Service and is the lead state administrative entity for the One-Stop Career Centers in Massachusetts. In addition to the local allocations from funds designated for statewide and local activities under the Wagner-Peyser Act (90%), an additional allocation to workforce areas is made from the Wagner-Peyser 10% Governor's Reserve.

### RES: ReEmployment Services (ARRA & UI)

Funding from ARRA and State UI resources has been utilized to provide enhanced (more staff-intensive) reemployment services specifically targeted to UI claimants through the One-Stop Career Center system. In providing enhanced reemployment services to claimants, the Commonwealth notifies targeted claimants each week to schedule participation in the Career Center Seminar (CCS). The claimants complete a job readiness inventory as part of the CCS process. Program design includes a one-on-one mini-assessment interview to ascertain whether or not claimants have viable job skills, development of an individual Career Action Plan (CAP) outlining reemployment services claimant participants need to conduct a successful job search, and increased job referral and job development services.

### REA: Reemployment and Eligibility Assessment Program

The Reemployment and Eligibility Assessment (REA) Program is a program funded by the US Department of Labor to help Unemployment Insurance claimants return to work faster. Claimants are randomly selected to participate in the REA Program. If selected, claimants receive a notification to participate in the REA Program within four weeks. Participants meet one-on-one with a Reemployment (REA) Specialist to review their Career Action Plan and work search activities. The REA Specialist provides individualized coaching and connects the claimant with activities in the career center that help the participant conduct a successful job search. Once selected, participation is mandatory and the claimant is required to meet with their Reemployment Specialist. Failure to comply with requirements may cause a delay or loss of unemployment benefits.

### One-Stop Career Center Universal Access—Total Served

A variety of employment-related services for employers and job seekers can be accessed through the Commonwealth's thirty-seven One-Stop Career Centers. The total number of job seekers served at One-Stop Career Centers is a tally of all individuals who sought any level of service under any funding stream at a Career Center that was recorded on the Massachusetts One-Stop Employment System database (MOSES). Dislocated workers who completed a service at an off-site location (i.e. a Rapid Response Orientation at a company worksite) are included in the total. Because individuals may access services from more than one area, the sum of the total number served by area is higher than the non-duplicated number of individuals served in the statewide total.

# FY2011 Workforce Investment Resources for Local Service Delivery

## Table 3: Transitional Workforce

### One-Stop Career Centers (OSCCs)

### FY2011 Labor Exchange Resources for Job Seeker & Employer Services and Number Served, by Workforce Investment Area

| | WIA Title III Wagner-Peyser | | ReEmployment Services (RES) | | Reemployment and Eligibility Assessment (REA) USDOL | One-Stop Career Center State Line Item | Total One-Stop Career Center Universal Access | Total Job Seekers* | UI Claimants (subset)* | Total Employers* |
|---|---|---|---|---|---|---|---|---|---|---|
| | State Reserve 10% | Formula 90% | ARRA | State UI | | | | | | |
| **Workforce Area** | **Resources** | **Resources** | **Resources** | **Resources** | **Resources** | **Resources** | **Resources** | **# Served** | **# Served** | **# Served** |
| Berkshire County | $23,972 | $215,752 | $35,785 | $107,354 | $46,071 | $158,308 | $587,241 | 4,863 | 2,247 | 421 |
| Boston | $101,027 | $909,239 | $74,937 | $224,810 | $169,119 | $1,105,137 | $2,584,268 | 20,824 | 8,263 | 549 |
| Bristol County | $72,488 | $652,392 | $81,522 | $244,565 | $122,727 | $158,308 | $1,332,001 | 16,984 | 9,053 | 699 |
| Brockton Area | $42,237 | $380,134 | $45,770 | $137,309 | $98,117 | $158,308 | $861,874 | 6,877 | 3,106 | 808 |
| Cape and Islands | $47,374 | $426,366 | $44,959 | $134,877 | $29,718 | $158,308 | $841,602 | 4,612 | 2,088 | 572 |
| Central Mass. | $98,173 | $883,554 | $81,959 | $245,877 | $246,899 | $158,308 | $1,714,770 | 19,611 | 11,289 | 1,578 |
| Franklin/Hampshire | $42,123 | $379,106 | $39,331 | $117,993 | $47,227 | $158,308 | $784,089 | 7,105 | 3,221 | 845 |
| Greater Lowell | $49,543 | $445,887 | $54,203 | $162,609 | $149,071 | $158,308 | $1,019,621 | 8,458 | 4,785 | 533 |
| Greater New Bedford | $39,612 | $356,504 | $46,413 | $139,239 | $68,463 | $158,308 | $808,540 | 9,050 | 3,808 | 423 |
| Hampden County | $78,652 | $707,871 | $75,007 | $225,022 | $134,517 | $791,363 | $2,012,432 | 27,133 | 11,174 | 1,092 |
| Merrimack Valley | $57,305 | $515,749 | $70,734 | $212,202 | $170,243 | $158,308 | $1,184,541 | 14,570 | 7,642 | 1,749 |
| Metro North | $130,593 | $1,175,333 | $86,783 | $260,350 | $200,764 | $1,039,962 | $2,893,785 | 23,142 | 12,531 | 1,196 |
| Metro South/West | $150,113 | $1,351,016 | $74,283 | $222,849 | $241,919 | $158,308 | $2,198,488 | 14,415 | 9,613 | 898 |
| North Central Mass. | $43,835 | $394,517 | $55,326 | $165,977 | $156,525 | $158,308 | $974,488 | 8,830 | 5,340 | 788 |
| North Shore | $71,346 | $642,118 | $65,215 | $195,645 | $138,340 | $158,308 | $1,270,972 | 14,705 | 6,945 | 1,226 |
| South Shore | $93,150 | $838,349 | $67,774 | $203,323 | $208,924 | $158,308 | $1,569,829 | 15,451 | 7,903 | 733 |
| **TOTALS** | **$1,141,543** | **$10,273,888** | **$1,000,000** | **$3,000,000** | **$2,228,644** | **$4,994,467** | **$22,638,542** | **211,253** | **105,077** | **12,906** |

Information Source: DCS

* Statewide totals are single counts without duplicates and are not the sum of local area counts, i.e., some job seekers and employers are served by more than one workforce area. Statewide totals also include some pre-layoff services provided by Rapid Response at company sites not included in OSCC counts by workforce area.

## Funding Notes

## Table 4: Transitional Workforce: (continued)

### One-Stop Career Centers (OSCC) Resources for Dislocated Workers, including TAA

#### WIA Title I Dislocated Workers

Title I of the Workforce Investment Act authorizes USDOL to fund dislocated worker employment and training activities. The Act specifies that dislocated worker employment and training activities will be offered through the One-Stop Career Centers. The amounts shown are the formula funds that were allocated to local areas. Local grants are administered by local Workforce Investment Boards and Title I Fiscal Agents in each of the sixteen workforce investment areas; services are provided through the One-Stop Career Centers. The Department of Career Services (DCS) oversees the Title I formula grants for adults and dislocated workers.

#### National Emergency Grants (NEGs)

USDOL provides WIA Title I discretionary grants on a competitive application basis for local services to dislocated workers affected by mass layoffs and plant closings. DCS, in conjunction with the affected company, the affected workforce, the local Workforce Investment Board and the Title I fiscal Agent, develops applications for NEGs. NEG grants typically last 24 months or more and provide a range of reemployment services customized to the affected workforce. The amounts shown are the funds that were expended or obligated during the fiscal year.

#### Rapid Response Set-Aside

Of the state's WIA Title I Dislocated Worker allotment, 25% is reserved to provide statewide Rapid Response assistance to workers dislocated in mass layoffs and plant closings. Statewide Rapid Response Services, administered by DCS, includes regional teams that initiate on-site services as soon as information about a layoff is received. On-site services include orientation meetings to provide workers with information about OSCC services, resume preparation assistance, unemployment insurance information, and referral to additional services at One-Stop Career Centers. Rapid Response Set-Aside Grants are funds set-aside for local areas to access when Dislocated Worker formula funding is not adequate to meet demand due to mass layoffs or plant closings. Set-aside funds can be accessed to offer services to larger layoff groups while a national emergency grant is being prepared and considered by USDOL. The amounts shown are the funds expended during the fiscal year. In addition, from the Rapid Response 25% statewide reserve of ARRA Dislocated Worker funds, DCS made available $2.8 million in Rapid Response Supplemental funding. The period of performance was from January 1, 2010 through June 30, 2011. ARRA funds were provided to expand training opportunities to a greater number of dislocated workers including UI claimants, RES participants and Veterans. Supplemental Rapid Response funding was used to provide direct training services for dislocated workers and support services and/or needs-related payments to dislocated workers.

#### Trade Adjustment Assistance (TAA)

The Trade Adjustment Assistance (TAA) Act included provisions for USDOL to make training adjustment assistance funds available to workers laid off from firms certified by USDOL as experiencing declines in production due to competition of imports or due to U.S. firms shifting production to non-U.S. locations. TAA funding comes from the Federal Unemployment Benefits and Allowances Fund (FUBA.) The amounts shown reflect actual TAA expenditures for the fiscal year. These resources are accessed by impacted workers through One-Stop Career Centers. Trade services and allowances may include employment counseling, vocational testing, job placement, supportive services, retraining programs, job search allowances, relocation allowances, and weekly subsistence benefit payments.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 4: Transitional Workforce (continued)

### One-Stop Career Centers (OSCCs)

### FY2011 Resources for Dislocated Workers and Number Served, by Workforce Investment Area

| | WIA Title I for Dislocated Workers | | NEGs: National Emergency Grants * | Rapid Response Set-Aside | Total NEG & Rapid Response Set Aside** | | ARRA Rapid Response Supplement*** | Trade Adjustment Assistance (TAA) | | Total Dislocated Workers**** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area** | **Resources** | **# Served** | **Resources** | **Resources** | **Resources** | **# Served** | **Resources** | **Resources** | **# Served** | **Resources** |
| Berkshire County | $413,573 | 259 | $0 | $0 | $0 | 5 | $83,440 | $0 | 28 | $497,013 |
| Boston | $916,871 | 219 | $0 | $0 | $0 | 98 | $107,915 | $140,776 | 158 | $1,325,170 |
| Bristol County | $1,133,986 | 939 | $0 | $1,000,000 | $1,000,000 | 356 | $66,161 | $972,168 | 387 | $3,348,074 |
| Brockton Area | $670,371 | 260 | $0 | $0 | $0 | 51 | $0 | $198,286 | 77 | $868,657 |
| Cape and Islands | $532,323 | 200 | $0 | $0 | $0 | 6 | $114,800 | $32,864 | 3 | $679,987 |
| Central Mass. | $1,343,586 | 573 | $0 | $359,462 | $359,462 | 177 | $316,433 | $530,192 | 150 | $2,549,673 |
| Franklin/Hampshire | $417,954 | 309 | $0 | $0 | $0 | 2 | $130,427 | $190,086 | 92 | $738,467 |
| Greater Lowell | $662,187 | 429 | $391,473 | $25,028 | $416,501 | 159 | $136,360 | $469,063 | 151 | $1,684,111 |
| Greater New Bedford | $697,866 | 609 | $186,063 | $21,051 | $207,114 | 153 | $129,681 | $133,591 | 69 | $1,191,731 |
| Hampden County | $935,655 | 676 | $1,029,402 | $457,326 | $1,486,728 | 422 | $225,365 | $926,686 | 350 | $3,579,229 |
| Merrimack Valley | $933,689 | 572 | $0 | $671,571 | $671,571 | 649 | $204,680 | $1,603,206 | 508 | $3,413,146 |
| Metro North | $1,197,099 | 531 | $0 | $611,598 | $611,598 | 420 | $233,793 | $472,436 | 125 | $2,579,781 |
| Metro South/West | $1,197,468 | 649 | $5,185,665 | $1,986,948 | $7,172,613 | 552 | $205,800 | $347,919 | 172 | $8,923,800 |
| North Central Mass. | $686,595 | 235 | $0 | $0 | $0 | 3 | $0 | $824,383 | 152 | $1,510,978 |
| North Shore | $806,991 | 525 | $0 | $305,000 | $305,000 | 12 | $147,408 | $254,557 | 55 | $1,575,156 |
| South Shore | $1,058,127 | 313 | $0 | $0 | $0 | 18 | $208,040 | $123,698 | 29 | $1,389,865 |
| **TOTALS** | **$13,604,341** | **7,298** | **$6,792,603** | **$5,437,984** | **$12,230,587** | **3,083** | **$2,310,304** | **$7,219,911** | **2,506** | **$35,854,838** |

Information Source: DCS

* Some NEG grants include funds to provide training vouchers to participants from multiple workforce areas. The trainees are counted in the workforce area where they received services but the training voucher expenditures are counted only in the area that administers the NEG grant.

** NEG and Rapid Response (RR) Set Aside resources are combined because these funds typically serve a given population in succession, starting with RR Set Aside funds.

*** Of the total $2.8 million for the ARRA RR Supplement, about $2.3 million was expended in FY11. FY10 expenditures of $490,000 were reported in the FY10 Profiles.

**** The workers served in Dislocated Worker/TAA programs are included in the overall OSCC job seeker count on Table 3.

## Funding Notes

## Table 5: Transitional Workforce: (continued)

### One-Stop Career Centers (OSCC) Resources for Low Income Adults and Veterans

#### WIA Title I Low Income Adults

Title I of the Workforce Investment Act authorizes USDOL to fund employment and training activities for low-income (economically disadvantaged) adults. The Department of Workforce Development's Department of Career Services (DCS) administers the Title I formula grants for adults and dislocated workers, and the amounts allocated to each local area is presented in Table 5. Local grants are administered by local Workforce Investment Boards and Title I Fiscal Agents in each of the sixteen workforce investment areas and services are provided through the One- Stop Career Centers.

#### Employment Services for Veterans

The U.S. Department of Labor, Veterans' Employment and Training Service (VETS) provides support for additional employment and training services to eligible veterans through the Jobs for Veterans State Grants Program. Under this grant program, funds are allocated to State Workforce Agencies in direct proportion to the number of veterans seeking employment within their state. This grant provides funds to exclusively serve veterans, other eligible persons, transitioning service members, their spouses and, indirectly, employers. Staff are primarily located in One-Stop Career Centers and concentrate their efforts on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. The grants support two principal staff positions:

##### Disabled Veterans' Outreach Program (DVOP) Specialists

Disabled Veterans Outreach Program specialists provide intensive services to meet the employment needs of disabled veterans and other eligible veterans, with the maximum emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers to employment. DVOP specialists are actively involved in outreach efforts to increase program participation among those with the greatest barriers to employment which may include but is not be limited to: outplacement in Department of Veterans' Affairs (DVA) Vocational Rehabilitation and Employment Program offices; DVA Medical Centers; routine site visits to Veterans' Service Organization meetings; military installations; and other areas of known concentrations of veterans or transitioning service members. The case management approach, taught by the National Veterans' Training Institute, is generally accepted as the method to use when providing vocational guidance or related services to eligible veterans identified as needing intensive services.

##### Local Veterans' Employment Representatives (LVER)

Local Veterans' Employment Representatives conduct outreach to employers and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans, encourage the hiring of disabled veterans, and generally assist veterans to gain and retain employment. LVER staff conduct seminars for employers and job search workshops for veterans seeking employment, and facilitate priority of service in regard to employment, training, and placement services furnished to veterans by all staff of the employment service delivery system.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 5: Transitional Workforce (continued)

### One-Stop Career Centers (OSCCs)

### FY2011 Resources for Low-Income Adults and Veterans and Number Served, by Workforce Investment Area

| | WIA Title I for Low-Income Adults | | DVOP | LVER | Total State Grant | DVOP | LVER | Total State Grant | Total Veterans |
|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area** | **Resources** | **# Served*** | **Resources** | **Resources** | **Resources** | **Staff FTEs** | **Staff FTEs** | **Staff FTEs** | **# Served**** |
| Berkshire County | $248,570 | 124 | $0 | $80,842 | $80,842 | 0 | 1 | 1 | 227 |
| Boston | $1,395,218 | 232 | $0 | $126,009 | $126,009 | 0 | 2 | 2 | 388 |
| Bristol County | $1,133,450 | 518 | $140,581 | $74,258 | $214,839 | 1 | 1 | 2 | 432 |
| Brockton Area | $504,048 | 107 | $76,859 | $0 | $76,859 | 1 | 0 | 1 | 154 |
| Cape and Islands | $504,827 | 174 | $106,651 | $0 | $106,651 | 1 | 0 | 1 | 198 |
| Central Mass. | $1,111,424 | 232 | $232,609 | $80,726 | $313,335 | 2 | 1 | 3 | 924 |
| Franklin/Hampshire | $371,786 | 75 | $83,679 | $61,771 | $145,450 | 1 | 1 | 2 | 312 |
| Greater Lowell | $555,159 | 77 | $85,890 | $62,421 | $148,311 | 2 | 0 | 2 | 397 |
| Greater New Bedford | $950,869 | 197 | $103,498 | $69,870 | $173,368 | 1 | 1 | 2 | 372 |
| Hampden County | $1,418,469 | 550 | $73,654 | $77,885 | $151,539 | 1 | 1 | 2 | 501 |
| Merrimack Valley | $894,829 | 283 | $151,101 | $0 | $151,101 | 2 | 0 | 2 | 858 |
| Metro North | $1,147,658 | 273 | $160,575 | $87,481 | $248,056 | 1 | 2 | 3 | 655 |
| Metro South/West | $958,276 | 86 | $51,100 | $171,397 | $222,497 | 1 | 2 | 3 | 486 |
| North Central Mass. | $601,374 | 86 | $71,637 | $155,920 | $227,557 | 1 | 2 | 3 | 773 |
| North Shore | $751,772 | 294 | $172,077 | $81,291 | $253,368 | 2 | 1 | 3 | 701 |
| South Shore | $842,896 | 192 | $0 | $206,170 | $206,170 | 1 | 1 | 2 | 680 |
| **TOTALS** | **$13,390,625** | **3,500** | **$1,509,911** | **$1,336,041** | **$2,845,952** | **18** | **16** | **34** | **7,742** |

Information Source: DCS

* The adults served in WIA Low-Income Adult programs are included in the overall OSCC job seeker count on Table 3.

** The total number of veterans served by DVOP, LVER and/or other One-Stop Career Center programs; included in the overall OSCC job seeker count on Table 3.

## Funding Notes

## Table 6: Transitional Workforce: (continued)

### Department of Transitional Assistance: Employment Services Program (ESP)

The Employment Services Program (ESP) is a statewide program administered by the Department of Transitional Assistance (DTA) to assist recipients of Transitional Aid to Families with Dependent Children (TAFDC) in transitioning to employment that will provide them with economic self-sufficiency. The programs are supported by both state funds as well as the federal Temporary Assistance to Needy Families (TANF). The following ESP programs are provided to all DTA clients.

### Competitive Integrated Employment Services (CIES)

#### Employment Ready (CIES Model I)

The Employment Ready component is designed to help TAFDC clients adapt to the work environment and to the job search process in a structured and supportive atmosphere. It is geared to serve individuals who have work experience or who are returning to the labor market after an absence of not more than two years. Employment Ready is a program that helps participants obtain and maintain employment. Employment Ready is an intensive 20-30 hour per week activity. The duration of the activity will vary by provider. It includes job readiness, job search skills instruction and practice, case management and staff directed job search activities in a comprehensive supportive delivery system that leads to successful job placement. It may also include a skills training activity.

#### Employment Training and Education (CIES Model II)

The Employment Training and Education component is specifically designed to serve clients with minimal barriers to employment. The range of training services include: initial activities which are predominantly short-term (average 4-12 weeks in duration). Examples of such activities include: Business Skills Training, Child Care Training, Clerical Training and training Certified Nurse's Aide (CNA), Computer/Data Entry Clerk, Customer Service, Dental Assistants, Electronics Assembly, Food Services, Home Health Aide, Legal Secretary, and Medical Office Skills. Clients may then be placed in work sites where they can earn wages.

#### Employment Supports (CIES Model III)

The Employment Supports component is specifically designed to serve clients with moderate barriers to employment. The program components include Employment Supports Services, Employment Supports Work, Job Placement, Employment/ Retention services, and follow-up services. The range of services which are short-term programs average 4-12 weeks in duration. Depending on the vendor, clients may be placed in highly supportive work sites where they can earn wages in addition to receiving a reduced TAFDC grant while transitioning into an unsubsidized job.

#### Enhanced Employment Supports (CIES Model IV)

The Enhanced Employment Supports component is specifically designed to serve clients with significant barriers to employment. Providers utilize an individualized approach that assists clients in reaching self-sufficiency through comprehensive assessment, job placement with initial employment services and ongoing support services. The initial activities are short-term (average 4-12 weeks in duration). Clients who have been unable to meet the criteria of other ESP programs or who have been unsuccessful in those programs may be appropriate for the more intensive services offered to obtain and maintain employment.

## Table 6: Transitional Workforce (continued)

### Employment Services Program for TAFDC Recipients

### FY2010* Comprehensive Integrated Employment Services (CIES) Resources and Number Served, by Workforce Investment Area

| | CIES Model 1 Employment Ready | | CIES Model 2 Employment Training and Education | | CIES Model 3 Employment Supports | | CIES Model 4 Enhanced Employment Supports | | Total CIES | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area**** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** |
| Berkshire County | $42,000 | 31 | $34,252 | 18 | $40,807 | 13 | $0 | 0 | $117,059 | 62 |
| Boston | $286,628 | 247 | $423,697 | 241 | $851,983 | 339 | $239,538 | 62 | $1,725,821 | 889 |
| Bristol County | $174,153 | 139 | $125,281 | 74 | $320,589 | 108 | $118,157 | 21 | $738,180 | 342 |
| Brockton Area | $185,978 | 87 | $89,305 | 63 | $208,210 | 93 | $38,817 | 4 | $522,310 | 247 |
| Cape and Islands | $71,070 | 45 | $64,531 | 45 | $75,413 | 33 | $0 | 0 | $211,014 | 123 |
| Central Mass. | $202,456 | 92 | $205,915 | 148 | $499,964 | 210 | $39,186 | 10 | $947,521 | 460 |
| Franklin/Hampshire | $22,067 | 13 | $18,148 | 10 | $71,827 | 20 | $7,627 | 1 | $119,669 | 44 |
| Greater Lowell | $113,324 | 76 | $125,328 | 71 | $288,326 | 105 | $40,481 | 12 | $567,459 | 264 |
| Greater New Bedford | $180,507 | 136 | $145,374 | 100 | $381,462 | 162 | $0 | 0 | $707,343 | 398 |
| Hampden County | $359,432 | 260 | $286,251 | 190 | $845,793 | 339 | $212,189 | 40 | $1,703,665 | 829 |
| Merrimack Valley | $137,376 | 95 | $137,058 | 80 | $336,496 | 125 | $28,710 | 8 | $639,640 | 308 |
| Metro North | $236,047 | 161 | $174,718 | 110 | $429,297 | 171 | $107,838 | 27 | $947,900 | 469 |
| Metro South/West | $31,385 | 23 | $14,508 | 15 | $74,428 | 36 | $13,548 | 2 | $133,869 | 76 |
| North Central Mass. | $29,498 | 21 | $86,921 | 62 | $138,189 | 63 | $59,290 | 13 | $313,898 | 159 |
| North Shore | $246,704 | 174 | $156,243 | 98 | $404,603 | 155 | $71,169 | 17 | $878,719 | 444 |
| South Shore | $17,880 | 12 | $20,081 | 12 | $50,630 | 17 | $25,843 | 7 | $114,434 | 48 |
| **TOTALS** | **$2,336,505** | **1,612** | **$2,107,611** | **1,337** | **$5,018,017** | **1,989** | **$1,002,393** | **224** | **$10,464,526** | **5,162** |

Information Source: DTA ESP

* FY11 resources and enrollments by workforce area not available; Table 6 includes data from the FY10 Profiles. Estimated FY11 CIES budget: $7,500,000.

** Resources have been assigned to primary location of vendor/provider; in some cases services are provided across workforce area boundaries.

## Funding Notes

## Table 6a: Transitional Workforce: (continued)

### Department of Transitional Assistance-Employment Services Program (ESP)

#### Additional Employment Services for TAFDC Recipients

In addition to Comprehensive Integrated Employment Services, DTA supports additional services across a spectrum of workforce development service providers and community-based organizations.

#### Young Parents Program

The DTA Employment Service Program (ESP) contracts with various community-based public/nonprofit organizations to implement the Young Parents Program (YPP) at numerous locations throughout the state. YPP serves pregnant and/or parenting TANF recipients between the ages of 14 and 21 who have not attained a high school diploma or its equivalent. YPP services include assessment, adult basic education, preparation for General Education Diploma (GED) testing, life and parenting skills, counseling, prevocational activities, job development, job placement and follow-up services.

#### Refugees and Immigrants

The Office of Refugees and Immigrants (ORI) program provides Job Search/Job Readiness services (JSJR) and Post-Employment Services (PES) to non-English, non-Spanish speaking TAFDC clients who are former refugees and/or recent immigrants with a wide range of cultural and linguistic barriers to employment. The clients are provided services in their native language and service providers use culturally sensitive approaches to overcoming barriers to employment. Activities included are: assessment, job search, ESOL instruction, job matching and job development, job placement and post employment services.

#### Transportation

DTA's Transportation program offers transportation assistance to TAFDC clients moving into the labor force. While participating in ESP approved activities, TAFDC clients are eligible to be reimbursed (up to a maximum amount determined by policy), receive a gas card or commuter check, or participate in a car ownership component when traveling to education and training sites while looking for a job. For a client who is employed at least 20 hours per week, a former recipient who is employed and closed due to earnings or a former recipient who was in an ESP education and training program when he or she reaches the end of the 24-month period, eligibility for transportation services is limited to 60 days.

#### Community College Vocational Education and Training Program

Under an Interagency Service Agreement with the Massachusetts Community Colleges Executive Office, the Education That Works Program (ETWP) provides certificate and non-certificate short-term (4–16 weeks duration) training programs integrating academic and occupational learning as well as providing assistance with job placements.

## Table 6a: Transitional Workforce (continued)

### Employment Services Program for TAFDC Recipients

### FY2010* Additional Employment Services Program Resources and Number Served, by Workforce Investment Area

| | Young Parents Program | | Refugees and Immigrants | | Supported Work Providers | | Transportation | | Community College Voucher Program | | Total Additional ESP* | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area**** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** | **Resources** | **# Served** |
| Berkshire County | $91,900 | 17 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $91,900 | 17 |
| Boston | $85,300 | 37 | $150,600 | 90 | $43,000 | 43 | $0 | 0 | $158,210 | 50 | $437,110 | 220 |
| Bristol County | $436,300 | 91 | $0 | 0 | $40,000 | 40 | $0 | 0 | $82,560 | 33 | $558,860 | 164 |
| Brockton Area | $165,000 | 32 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $165,000 | 32 |
| Cape and Islands | $53,000 | 10 | $0 | 0 | $0 | 0 | $0 | 0 | $113,130 | 34 | $166,130 | 44 |
| Central Mass. | $305,600 | 76 | $124,600 | 50 | $0 | 0 | $0 | 0 | $0 | 0 | $430,200 | 126 |
| Franklin/Hampshire | $37,800 | 10 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $37,800 | 10 |
| Greater Lowell | $108,700 | 30 | $0 | 0 | $71,000 | 71 | $0 | 0 | $223,910 | 70 | $403,610 | 171 |
| Greater New Bedford | $315,900 | 57 | $0 | 0 | $71,000 | 71 | $0 | 0 | $0 | 0 | $386,900 | 128 |
| Hampden County | $1,613,000 | 315 | $153,000 | 107 | $70,000 | 70 | $0 | 0 | $335,840 | 99 | $2,171,840 | 591 |
| Merrimack Valley | $686,200 | 149 | $0 | 0 | $22,000 | 22 | $0 | 0 | $0 | 0 | $708,200 | 171 |
| Metro North | $218,900 | 40 | $44,400 | 22 | $36,000 | 36 | $0 | 0 | $140,910 | 42 | $440,210 | 140 |
| Metro South/West | $37,100 | 7 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $37,100 | 7 |
| North Central Mass. | $78,000 | 14 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $78,000 | 14 |
| North Shore | $186,700 | 40 | $63,000 | 39 | $0 | 0 | $0 | 0 | $0 | 0 | $249,700 | 79 |
| South Shore | $83,900 | 18 | $0 | 0 | $3,000 | 3 | $0 | 0 | $0 | 0 | $86,900 | 21 |
| Statewide Services | na | na | $95,644 | na | na | na | $1,929,812 | 4,359 | na | na | $2,025,456 | 4,359 |
| **TOTALS** | **$4,503,300** | **943** | **$631,244** | **308** | **$356,000** | **356** | **$1,929,812** | **4,359** | **$1,054,560** | **328** | **$8,474,916** | **6,294** |

Information Source: DTA ESP

* FY11 resources and enrollments by workforce area not available; Table 6a includes data from the FY10 Profiles. Estimated FY11 budget for additional ESP: $5,800,000.

** Resources have been assigned to primary location of vendor/provider; in some cases services are provided across workforce area boundaries.

## Funding Notes

## Table 7: Transitional Workforce: (continued)

### Executive Office of Elder Affairs

**Senior Community Service Employment Program (SCSEP)**

The U.S. Department of Labor (USDOL) funds SCSEP under the Older Americans Act of 1965, as reauthorized in 2006, to provide low-income individuals 55 years or older with subsidized work experience and community service training leading to unsubsidized employment. Massachusetts is currently allotted 1,311 SCSEP participant slots (individuals to be trained) at an average unit cost of $9,700/year (unadjusted for regional cost differences) to be administered through five service providers. The distribution of SCSEP funds/slots to counties is determined based on the eligible senior population in the census data of each county. Individuals age 55 and over, with multiple barriers to employment and who have income at or below 125% of the poverty level are eligible to participate in SCSEP programs. The Older Americans Act requires that eligible persons have reasonably equal geographical access to the SCSEP. The term “equitable share” refers to the number of eligible SCSEP positions allocated within an area, based on census information, and the “difference with equitable share” is the discrepancy between the number of allocated positions and filled positions. New and vacant positions within the state are reallocated to reduce or eliminate such discrepancies. The five providers include one state provider—the Massachusetts Executive Office of Elder Affairs (EOEA)—and four national providers: 1) Senior Services America, Inc., 2) the National Senior Network, 3) the Urban League and 4) the National Asian Pacific Center on Aging. There is at least one provider in every county. Funding to the national providers is awarded directly by USDOL and administered independently by these organizations.

## Table 7: Transitional Workforce (continued)

### Senior Community Service Employment Program (SCSEP)

### FY2011 Formula Allocation Resources and Number of Participant Slots, by County

| | SCSEP Equitable Share | State Allotment Executive Office of Elder Affairs Local Contractors | | National SCSEP Grantees | | | | | | | | Massachusetts SCSEP Totals | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Senior Service America, Inc. | | National Senior Network | | Urban League | | National Asian Pacific Center on Aging | | | |
| **County*** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** |
| Barnstable County | 52 | $0 | 0 | $494,827 | 51 | $0 | 0 | $0 | 0 | $0 | 0 | $494,827 | 51 |
| Berkshire County | 35 | $223,315 | 23 | $155,240 | 16 | $0 | 0 | $0 | 0 | $0 | 0 | $378,555 | 39 |
| Bristol County | 144 | $126,222 | 13 | $1,397,160 | 144 | $0 | 0 | $0 | 0 | $0 | 0 | $1,523,381 | 157 |
| Dukes County | 3 | $0 | 0 | $38,810 | 4 | $0 | 0 | $0 | 0 | $0 | 0 | $38,810 | 4 |
| Essex County | 154 | $339,828 | 35 | $0 | 0 | $1,115,787 | 115 | $0 | 0 | $0 | 0 | $1,455,615 | 150 |
| Franklin County | 15 | $0 | 0 | $164,942 | 17 | $0 | 0 | $0 | 0 | $0 | 0 | $164,942 | 17 |
| Hampden County | 113 | $368,956 | 38 | $708,282 | 73 | $0 | 0 | $0 | 0 | $0 | 0 | $1,077,238 | 111 |
| Hampshire County | 23 | $19,419 | 2 | $203,752 | 21 | $0 | 0 | $0 | 0 | $0 | 0 | $223,171 | 23 |
| Middlesex County | 232 | $621,399 | 64 | $0 | 0 | $1,445,672 | 149 | $0 | 0 | $96,982 | 10 | $2,164,053 | 223 |
| Nantucket County | 1 | $0 | 0 | $19,405 | 2 | $0 | 0 | $0 | 0 | $0 | 0 | $19,405 | 2 |
| Norfolk County | 102 | $213,606 | 22 | $0 | 0 | $0 | 0 | $640,365 | 66 | $126,076 | 13 | $980,047 | 101 |
| Plymouth County | 79 | $213,606 | 22 | $611,257 | 63 | $0 | 0 | $0 | 0 | $0 | 0 | $824,863 | 85 |
| Suffolk County | 197 | $135,931 | 14 | $0 | 0 | $0 | 0 | $1,300,134 | 134 | $387,928 | 40 | $1,823,993 | 188 |
| Worcester County | 161 | $339,828 | 35 | $1,212,812 | 125 | $0 | 0 | $0 | 0 | $0 | 0 | $1,552,640 | 160 |
| **TOTALS** | **1,311** | **$2,602,109** | **268** | **$5,006,489** | **516** | **$2,561,459** | **264** | **$1,940,499** | **200** | **$610,986** | **63** | **$12,721,542** | **1,311** |

Information Source: EOEA

*Note: Resources in this table are shown by county for federal Program Year 2010.

## Table 7a: Transitional Workforce (continued)

### Senior Community Service Employment Program (SCSEP)

### FY2011 Additional Funds from Consolidated Appropriation Act of 2010 and Number of Participant Slots, by County

| | State Allotment Executive Office of Elder Affairs Local Contractors | | National SCSEP Grantees | | | | | | | | Massachusetts SCSEP Totals | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Senior Service America, Inc. | | National Senior Network | | Urban League | | National Asian Pacific Center on Aging | | | |
| **County*** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** |
| Barnstable County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 |
| Berkshire County | $386,667 | 28 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $386,667 | 28 |
| Bristol County | $207,143 | 15 | $545,089 | 41 | $0 | 0 | $0 | 0 | $0 | 0 | $752,232 | 56 |
| Dukes County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 |
| Essex County | $0 | 0 | $0 | 0 | $522,234 | 38 | $0 | 0 | $0 | 0 | $522,234 | 38 |
| Franklin County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 |
| Hampden County | $69,048 | 5 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $69,048 | 5 |
| Hampshire County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 |
| Middlesex County | $138,095 | 10 | $0 | 0 | $535,977 | 39 | $0 | 0 | $0 | 0 | $674,072 | 49 |
| Nantucket County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 |
| Norfolk County | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $30,845 | 2 | $30,845 | 2 |
| Plymouth County | $138,095 | 10 | $339,832 | 25 | $0 | 0 | $0 | 0 | $0 | 0 | $477,927 | 35 |
| Suffolk County | $69,048 | 5 | $0 | 0 | $0 | 0 | $0 | 0 | $77,115 | 5 | $146,163 | 10 |
| Worcester County | $69,048 | 5 | $0 | 0 | $0 | 0 | $0 | 0 | $0 | 0 | $69,048 | 5 |
| **TOTALS** | **$1,077,144** | **78** | **$884,921** | **66** | **$1,058,211** | **77** | **$0** | **0** | **$107,960** | **7** | **$3,128,236** | **228** |

Information Source: EOEA

*Note: Resources in this table are shown by county for federal Program Year 2010.
The Consolidated Appropriations Act of 2010 provided additional funding for SCSEP grantees to address the unmet needs for employment and job training among low-income, older American workers. The funding is in addition to the PY10 formula and national grants.

## Table 7b: Transitional Workforce (continued)

### Senior Community Service Employment Program (SCSEP)

### FY2011 Formula Allotment & Additional Funding Resources and Number of Participant Slots, by Workforce Investment Area

| | State Allotment Executive Office of Elder Affairs Local Contractors | | National SCSEP Grantees | | | | | | | | Massachusetts SCSEP Totals | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Senior Service America, Inc. | | National Senior Network | | Urban League | | National Asian Pacific Center on Aging | | | |
| **Workforce Area*** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** | **Resources** | **# Slots** |
| Berkshire County | $542,318 | 51 | $161,963 | 16 | $0 | 0 | $0 | 0 | $0 | 0 | $704,281 | 67 |
| Boston | $170,139 | 16 | $0 | 0 | $0 | 0 | $1,106,084 | 114 | $390,285 | 38 | $1,666,508 | 168 |
| Bristol County | $202,040 | 19 | $1,234,969 | 122 | $0 | 0 | $0 | 0 | $0 | 0 | $1,437,009 | 141 |
| Brockton Area | $148,872 | 14 | $415,031 | 41 | $0 | 0 | $29,107 | 3 | $10,271 | 1 | $603,280 | 59 |
| Cape and Islands | $0 | 0 | $576,994 | 57 | $0 | 0 | $0 | 0 | $0 | 0 | $576,994 | 57 |
| Central Mass. | $297,743 | 28 | $900,920 | 89 | $0 | 0 | $0 | 0 | $0 | 0 | $1,198,663 | 117 |
| Franklin/Hampshire | $31,901 | 3 | $415,031 | 41 | $0 | 0 | $0 | 0 | $0 | 0 | $446,932 | 44 |
| Greater Lowell | $138,238 | 13 | $0 | 0 | $360,906 | 34 | $0 | 0 | $20,541 | 2 | $519,685 | 49 |
| Greater New Bedford | $127,604 | 12 | $647,853 | 64 | $0 | 0 | $0 | 0 | $0 | 0 | $775,457 | 76 |
| Hampden County | $457,248 | 43 | $738,957 | 73 | $0 | 0 | $0 | 0 | $0 | 0 | $1,196,205 | 116 |
| Merrimack Valley | $159,505 | 15 | $0 | 0 | $711,196 | 67 | $0 | 0 | $0 | 0 | $870,701 | 82 |
| Metro North | $372,179 | 35 | $0 | 0 | $881,034 | 83 | $194,050 | 20 | $112,977 | 11 | $1,560,240 | 149 |
| Metro South/West | $414,713 | 39 | $10,123 | 1 | $700,581 | 66 | $368,695 | 38 | $123,248 | 12 | $1,617,360 | 156 |
| North Central Mass. | $138,238 | 13 | $323,926 | 32 | $53,074 | 5 | $0 | 0 | $0 | 0 | $515,238 | 50 |
| North Shore | $212,674 | 20 | $0 | 0 | $912,879 | 86 | $0 | 0 | $0 | 0 | $1,125,552 | 106 |
| South Shore | $265,842 | 25 | $465,644 | 46 | $0 | 0 | $242,562 | 25 | $61,624 | 6 | $1,035,672 | 102 |
| **TOTALS** | **$3,679,253** | **346** | **$5,891,410** | **582** | **$3,619,670** | **341** | **$1,940,499** | **200** | **$718,946** | **70** | **$15,849,778** | **1,539** |

Information Source: EOEA

*Note: Federal PY2010 allocations by county have been translated into workforce areas by proportional share of Census population figures.

## Funding Notes

## Table 8: Transitional Workforce: (continued)

### Department of Housing and Community Development (DHCD)

**Community Service Block Grants (CSBG) Funds—Employment and Training Activities**

The federal Community Service Block Grant (CSBG) to Massachusetts provides assistance to local communities, working through a network of 24 Massachusetts Community Action Agencies, for the reduction of poverty, revitalization of low-income communities, and empowerment of low-income families and individuals (with income up to 200% of federal poverty level*) in rural and urban areas to become fully self-sufficient. Additional objectives are to:

1. provide services and activities having a measurable and potential major impact on causes of poverty in the community or those areas of the Commonwealth where poverty is a particularly acute problem;
2. provide activities designed to assist low-income participants, including the elderly poor, to: secure and retain meaningful employment; attain an adequate education; make better use of available income; obtain and maintain adequate housing and a suitable living environment; obtain emergency assistance through loans and grants to meet immediate and urgent individual and family needs, including health services, nutritious food, housing, and employment-related assistance; remove obstacles and solve problems which block the achievement of self-sufficiency; achieve greater participation in affairs of the community; and make more effective use of other related programs;
3. provide on an emergency basis for the provision of such supplies and services, nutritious food, and related services, as may be necessary to counteract conditions of starvation and malnutrition among the poor; and
4. coordinate and establish linkages between government and other social services programs to assure the effective delivery of such services to low-income individuals.

Employment and training activities are allowed under CSBG but are not mandated. Though CAAs typically provide such programs, activities may be funded entirely through non-CSBG sources. There are 24 CAAs in Massachusetts, most of which report employment and training activities supported by CSBG funds. The number served by CSBG funded employment related programs represent individuals who received direct services and/or represent the total number served in programs that received operational support from CSBG funds, as reported by CAAs through an annual survey to the Department of Housing and Community Development.

In addition to the annual formula allocation, Massachusetts received $24,922,586 in CSBG ARRA funds. Ninety-nine percent or $24,673,360 of the CSBG ARRA funds were allocated to CAAs and the remaining 1% was utilized to create a statewide Benefit Enrollment and Coordination System (BECS) for CAAs and other non-profit service providers to conduct client assessment, provide client eligibility information, and to make referrals. The CSBG ARRA allowed DHCD to authorize a one-time increase in the income eligibility threshold from 125% to 200% of the federal poverty level and serve many working families who would have been otherwise ineligible for services. The Commonwealth's Community Action Agencies used the funds for a variety of services and activities, creating/retaining over 490 full-time equivalent staff positions and serving over 53,000 individuals. The grant period extended through September 30, 2010.

*Note: The income eligibility threshold was rolled back to 125% of federal poverty level on October 1, 2010.

## FY2011 Workforce Investment Resources for Local Service Delivery

### DHCD Programs Supported by U.S. Department of Housing and Urban Development (HUD)

#### Moving to Work

The Moving to Work initiative is a HUD demonstration project designed to foster the transition to work and economic self-sufficiency among families receiving public assistance and living in publicly subsidized housing. The program provides annual stipends to working families, $10,000 to Boston area families and $5,500 to Worcester area participants. A portion of the stipend must be used for rent, a portion is held in escrow for the family to be made available at the end of the program if housing and employment goals are met by the family, and a portion is used to provide work support needs such as child care, transportation and training.

#### Family Self-Sufficiency Grants

Family Self-Sufficiency (FSS) grants are HUD programs that encourage communities to develop local strategies to help families obtain employment that will lead to economic independence and self-sufficiency.

- The Resident Opportunities and Self Sufficiency (ROSS) Service Coordinator program provides funding to hire and maintain coordinators who assess the needs of public housing residents and coordinate available resources in the community to meet those needs. Eligible applicants include public housing authorities, resident associations and other nonprofit organizations. This program works to promote the coordination of assistance under the public housing program with public and private resources for supportive services and resident empowerment activities.
- The Public Housing Family Self-Sufficiency program provides funding to public housing authorities (only) to hire a program coordinator who links residents with training opportunities, job placement organizations and local employers. Residents enter into a contract of participation which outlines their responsibilities towards completion of training and employment opportunities.
- The Housing Choice Voucher Family Self-Sufficiency program encourages communities to develop local strategies to help voucher families obtain employment that will lead to economic independence and self-sufficiency. Public housing agencies work with welfare agencies, schools, businesses and other partners to develop a comprehensive program to provide participating voucher family members the skills and experience to obtain employment that pays a living wage.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 8: Transitional Workforce (continued)

### Department of Housing and Community Development (DHCD) Employment Services

### FY2011 Community Service Block Grants & Housing and Urban Development Resources, by Workforce Investment Area

| | Community Service Block Grants (CSBG) at Community Action Agencies (CAAs) | | | | | | HUD Demonstration: Moving to Work Work Support Stipends (HUD) | | HUD Grants for Family Self-Sufficiency Service Coordinators*** |
|---|---|---|---|---|---|---|---|---|---|
| | CSBG Funds Spent on Employment & Training* | | Non-CSBG Funds for Employment & Training ** | Obtained or Upgraded Employment | Completed Skills Certificate or Diploma | Completed ABE or GED Program | | | |
| | Formula | ARRA | | | | | | | |
| **Workforce Area** | **Resources** | **Resources** | **Resources** | **# Served** | **# Served** | **# Served** | **Resources** | **# Served** | **Resources** |
| Berkshire County | $16,500 | $59,017 | $0 | 52 | 129 | 3 | | | $0 |
| Boston | $1,046,476 | $3,025,507 | $2,967,055 | 665 | 6,572 | 172 | $610,000 | 61 | $275,040 |
| Bristol County | $75,371 | $0 | $2,135,882 | 0 | 474 | 0 | | | $197,575 |
| Brockton Area | $13,500 | $207,500 | $0 | 102 | 104 | 0 | | | $137,680 |
| Cape and Islands | $2,391 | $38,238 | $0 | 0 | 266 | 1 | | | $0 |
| Central Mass. | $7,715 | $420,483 | $1,225,430 | 804 | 427 | 62 | $670,512 | 122 | $198,765 |
| Franklin/Hampshire | $0 | $172,048 | $0 | 117 | 252 | 4 | | | $131,300 |
| Greater Lowell | $50,793 | $249,223 | $738,993 | 55 | 76 | 21 | | | $128,356 |
| Greater New Bedford | $129,243 | $202,084 | $0 | 0 | 0 | 28 | | | $0 |
| Hampden County | $73,299 | $268,433 | $0 | 0 | 1,865 | 26 | | | $47,744 |
| Merrimack Valley | $25,104 | $24,559 | $0 | 20 | 166 | 21 | | | $113,525 |
| Metro North | $39,859 | $526,943 | $0 | 29 | 243 | 2 | | | $1,091,864 |
| Metro South/West | $5,226 | $159,893 | $1,148,898 | 285 | 491 | 18 | | | $193,970 |
| North Central Mass. | $5,896 | $149,707 | $111,470 | 61 | 117 | 25 | | | $99,012 |
| North Shore | $146,528 | $296,342 | $103,465 | 392 | 1,343 | 134 | | | $396,666 |
| South Shore | $15,486 | $167,771 | $0 | 0 | 116 | 26 | | | $113,689 |
| Statewide | na | na | na | na | na | na | na | na | $730,429 |
| **TOTALS** | **$1,653,387** | **$5,967,748** | **$8,431,193** | **2,582** | **12,641** | **543** | **$1,280,512** | **183** | **$3,855,615** |
| Information Source: | DHCD Division of Community Services | | | | | | DHCD Special Programs | | HUD |

* Resources have been assigned by the primary location of the Community Action Agency. Information based on the 2011 survey for year ending 09/30/2010.

** Other federal and state resources in Community Action Agencies' budgets for employment and training; non-add sources of funding listed as part of other tables.

*** USHUD Family Self-Sufficiency grants provide funds primarily for local employment and training service coordinators.

## Funding Notes

## Table 9: Transitional Workforce: (continued)

### Massachusetts Commission for the Blind;
### Massachusetts Rehabilitation Commission

#### Massachusetts Commission for the Blind (MCB)

The Massachusetts Commission for the Blind (MCB) provides a wide range of social and rehabilitation services to legally blind Massachusetts residents of all ages. Agency services may address a number of varied needs of an individual blind person. The agency's Vocational Rehabilitation Program is designed to provide vocational rehabilitation services to enable eligible legally blind individuals to obtain and maintain gainful employment. Services include consumer evaluation, education (including tuition, fees, and books), training, provision of adaptive equipment and use of assistive technology, information on job opportunities and job placement. The program has a Technology Unit that provides rehabilitation engineering services as well as adaptive equipment.

#### Massachusetts Rehabilitation Commission (MRC)

The Massachusetts Rehabilitation Commission (MRC) is responsible for Vocational Rehabilitation Services, Community Services, and eligibility determination for the Social Security Disability Insurance (SSDI) and the Supplemental Security Income (SSI). MRC's Vocational Rehabilitation Program assists individuals with disabilities to obtain and maintain employment. The program helps individuals with physical, psychiatric, cognitive and/or learning disabilities face the challenges of today's job market. This may include identifying job goals based on individual interests and aptitudes, providing funds for college and vocational training, assessing worksite accommodations, providing on the job training, educating employers about the Americans with Disabilities Act, or assisting an individual returning to work after adjusting to a new disabling condition. Vocational rehabilitation programs are directed towards overcoming barriers to employment. Priority is given to those individuals with the most severe disabilities and multiple services needs. In FY2011, the MRC Vocational Rehabilitation Program helped approximately 3,413 people with most severe disabilities to obtain stable employment.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 9: Transitional Workforce (continued)

### Massachusetts Commission for the Blind and Massachusetts Rehabilitation Commission
### FY2011 Vocational Rehabilitation Resources and Number Served, by Workforce Investment Area

| | Massachusetts Commission for the Blind* | | Massachusetts Rehabilitation Commission: Vocational Rehabilitation Program** | | | | |
|---|---|---|---|---|---|---|---|
| | Vocational Rehabilitation | Active Consumers | Contracts for Services | Individual Purchase of Services | Total Contracts & IPS Services | Active Consumers | In Training or Education |
| **Workforce Area** | **Resources** | **# Served** | **Resources** | **Resources** | **Resources** | **# Served** | **# Served** |
| Berkshire County | $44,695 | 20 | $203,821 | $386,582 | $590,403 | 837 | 280 |
| Boston | $438,013 | 196 | $969,074 | $1,163,051 | $2,132,125 | 2,412 | 1,313 |
| Bristol County | $143,025 | 64 | $592,566 | $972,487 | $1,565,053 | 1,995 | 998 |
| Brockton Area | $100,564 | 45 | $299,130 | $615,119 | $914,249 | 1,117 | 532 |
| Cape and Islands | $58,104 | 26 | $397,508 | $822,508 | $1,220,016 | 1,106 | 811 |
| Central Mass. | $256,997 | 115 | $984,412 | $1,527,428 | $2,511,840 | 2,653 | 1,408 |
| Franklin/Hampshire | $111,738 | 50 | $291,752 | $442,818 | $734,570 | 1,056 | 561 |
| Greater Lowell | $158,668 | 71 | $304,578 | $641,841 | $946,419 | 1,405 | 894 |
| Greater New Bedford | $78,217 | 35 | $340,081 | $493,913 | $833,994 | 943 | 512 |
| Hampden County | $234,650 | 105 | $1,389,354 | $1,599,258 | $2,988,612 | 2,827 | 1,260 |
| Merrimack Valley | $185,485 | 83 | $384,481 | $671,141 | $1,055,622 | 1,310 | 716 |
| Metro North | $442,482 | 198 | $585,433 | $943,668 | $1,529,101 | 2,582 | 1,497 |
| Metro South/West | $355,327 | 159 | $442,348 | $1,004,287 | $1,446,635 | 2,071 | 1,100 |
| North Central Mass. | $113,973 | 51 | $129,136 | $328,129 | $457,265 | 703 | 252 |
| North Shore | $241,354 | 108 | $490,343 | $684,937 | $1,175,280 | 1,468 | 935 |
| South Shore | $232,415 | 104 | $824,927 | $1,029,027 | $1,853,954 | 1,844 | 854 |
| **TOTALS** | **$3,195,705** | **1,430** | **$8,628,944** | **$13,326,194** | **$21,955,138** | **26,329** | **13,923** |

Information Source: MCB MRC

*MCB Includes purchased services and excludes administration and counseling & other services provided by state agency staff. Total FY11 resources were $10.6 million.

**MRC: Includes resources for contracted services and individual purchase of services, out of the total FY11 Vocational Rehabilitation funding of $51.5 million. The balance of funding is used to support other activities including counseling, guidance and vocational planning services.

## Funding Notes

## Table 10: Incumbent Workforce

### Workforce Training Fund Program (WTFP)

The Massachusetts Workforce Training Fund Program (WTFP) is a state funded program, financed by Massachusetts businesses, for the purpose of providing resources to employers to better train Massachusetts workers. The priorities of the Workforce Training Fund Program include projects which will result in:

- increased job retention or job growth
- increased wages
- more productive companies
- more competitive companies
- improved ability to do business in Massachusetts
- commitments to increased private investment in training

On behalf of the Executive Office of Labor and Workforce Development, the program is administered by Commonwealth Corporation and the Department of Career Services. The WTFP consists of three programs:

### Workforce Training Fund General Program

The Workforce Training Fund General Program is administered as of FY2011 by both Commonwealth Corporation (grants over $50,000) and by the Department of Career Services (grants $50,000 and under.) The General Program provides one-to-one matching grants to large and small businesses, labor and business organizations in Massachusetts to pay for training to upgrade the skills of their workforce. Training grants are awarded competitively to employers, employer organizations, labor organizations, training providers, or a consortium of such entities, to train incumbent workers. The maximum amount of a training grant is $250,000. Technical assistance grants (up to $25,000) are awarded to help an employer, or a group of employers or employees, determine a set of training needs. Eligible applicants for technical assistance grants include industry associations, labor organizations, community colleges, administrative entities for local workforce investment areas, and other entities with expertise in providing technical assistance for training. Since the first round of grants in 1999, the fund has awarded over $186 million to 2,320 Massachusetts companies to train almost 271,000 workers.

### Workforce Training Fund Express Program

The Workforce Training Fund Express program is administered by the Department of Career Services and provides grants on a one-to-one matching basis to small business and labor organizations. The Express grants are accessed through an easy-to-complete online application and online training directory of pre-approved courses. Grant recipients can receive up to $30,000 over a 24 month period. Grant recipients are responsible for paying for the total cost of the training and are eligible to receive 50% reimbursement upon completion of the training with a maximum of $3,000 per trainee. The program has awarded a cumulative total of $6.1 million to 1,056 companies to train over 8,800 workers.

### Workforce Training Fund Hiring Incentive Training Grant Program (HITG)

The Hiring Incentive Training Grant program is administered by the Department of Career Services. The program is open to all employers who pay into the fund. It provides a flat fee of $2,000 per employee and up to $30,000 per company. This program assists in paying the training costs for newly hired employees who are unemployed for at least 6 months or more. (The 6-month waiting period is waived for qualified veterans.) Employers can use a training provider of their choice or may also use qualified employees of the company to conduct internal training of new hires. The program has awarded a cumulative total of $6.2 million to 640 companies to train 3,570 workers.

# FY2011 Workforce Investment Resources for Local Service Delivery

## Table 10: Incumbent Workforce

### Workforce Training Fund Programs

### FY2011 Program Resources and Planned Number of Workers to be Served, by Workforce Investment Area

| | Workforce Training Fund General Program | | | Workforce Training Fund Express Program | | | Workforce Training Fund Hiring Incentive Training | | | Workforce Training Fund Total Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Workforce Area** | **Resources** | **Awards** | **Plan #** | **Resources** | **Awards** | **Plan #** | **Resources** | **Awards** | **Plan #** | **Resources** | **Awards** | **Plan #** |
| Berkshire County | $336,873 | 5 | 311 | $0 | 0 | 0 | $6,000 | 2 | 3 | $342,873 | 7 | 314 |
| Boston | $733,273 | 6 | 1,290 | $42,025 | 7 | 39 | $2,000 | 1 | 1 | $777,298 | 14 | 1,330 |
| Bristol County | $778,319 | 6 | 949 | $20,287 | 3 | 22 | $4,000 | 1 | 2 | $802,606 | 10 | 973 |
| Brockton Area | $164,470 | 1 | 327 | $15,898 | 2 | 7 | $0 | 0 | 0 | $180,368 | 3 | 334 |
| Cape and Islands | $0 | 0 | 0 | $23,620 | 9 | 34 | $0 | 0 | 0 | $23,620 | 9 | 34 |
| Central Mass. | $705,570 | 11 | 718 | $60,990 | 11 | 63 | $36,000 | 3 | 18 | $802,560 | 25 | 799 |
| Franklin/Hampshire | $84,320 | 2 | 51 | $1,350 | 1 | 8 | $22,000 | 6 | 11 | $107,670 | 9 | 70 |
| Greater Lowell | $658,196 | 9 | 1,181 | $31,385 | 3 | 74 | $16,000 | 3 | 11 | $705,581 | 15 | 1,266 |
| Greater New Bedford | $315,850 | 4 | 173 | $0 | 0 | 0 | $0 | 0 | 0 | $315,850 | 4 | 173 |
| Hampden County | $867,632 | 16 | 839 | $97,950 | 13 | 66 | $28,000 | 7 | 14 | $993,582 | 36 | 919 |
| Merrimack Valley | $324,980 | 8 | 296 | $13,678 | 2 | 30 | $20,000 | 4 | 11 | $358,658 | 14 | 337 |
| Metro North | $634,517 | 10 | 1,201 | $38,283 | 6 | 28 | $18,000 | 5 | 9 | $690,800 | 21 | 1,238 |
| Metro South/West | $1,117,464 | 17 | 1,062 | $150,750 | 25 | 140 | $30,000 | 5 | 17 | $1,298,214 | 47 | 1,219 |
| North Central Mass. | $782,233 | 12 | 1,170 | $10,700 | 2 | 13 | $12,000 | 4 | 6 | $804,933 | 18 | 1,189 |
| North Shore | $664,242 | 7 | 1,005 | $38,469 | 8 | 50 | $38,000 | 9 | 19 | $740,711 | 24 | 1,074 |
| South Shore | $210,720 | 4 | 216 | $17,828 | 5 | 18 | $2,000 | 1 | 1 | $230,548 | 10 | 235 |
| **TOTALS** | **$8,378,659** | **118** | **10,789** | **$563,213** | **97** | **592** | **$234,000** | **51** | **123** | **$9,175,872** | **266** | **11,504** |

Information Source: DCS

## Funding Notes

## Table 11: Adult Basic Education (ABE) & English for Speakers of Other Languages (ESOL)

### Adult and Community Learning Services

The Adult and Community Learning Services (ACLS) unit at the Massachusetts Department of Elementary and Secondary Education (DESE) manages state and federal funds to provide basic educational services to adults (16 years and older) in two major areas: 1) Adult Basic Education (ABE), basic literacy through preparation for earning a high school credential and college and career readiness; and 2) English for Speakers of Other Languages (ESOL), from native language literacy through English language fluency. ACLS contracts with about 200 education providers across the state, including local education authorities (LEAs), community and state colleges, libraries, non-profit organizations/community based organizations (CBOs), correctional facilities, and others to provide services at the local level. These funds are allocated across the 16 workforce investment regions. The resources reported include only funding for direct services.

The table also includes enrollments sorted by ABE and ESOL. ESOL enrollments are 59% of total enrollments. ESOL enrollments have been at least 55% of total since FY2002, the first year of the Workforce Investment Profiles. The table includes a count of individuals on the “wait list” as of June 30, 2011. ABE/ESOL local programs are required to maintain an active “wait list” for applicants who are unable to enroll in any instructional classes due to capacity constraints. Applicants on the list are contacted periodically to confirm that they are still interested in the program. Programs are required to verify their wait list annually.

Funding allocations to regions are based on census data that document the number of area residents who have not attained a high school diploma and the area’s number of limited English proficient adults. Decisions about funding to agencies in each local area are determined by a competitive process that includes a joint decision-making process between ACLS staff and staff from the local workforce development system. In addition to funds distributed to local areas by formula, ACLS funds Workplace Education programs through a collaboration with the Executive Office of Labor and Workforce Development. Additionally, ABE Transition to Community College programs at 12 community colleges support the success transition of adult learners to post-secondary education. ACLS also supports family literacy programs.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Table 11: Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL)

### Massachusetts Department of Elementary and Secondary Education, Adult and Community Learning Services
### FY2011 Resources and Number Served, by Workforce Investment Area

| | ABE/ESOL Federal* | ABE/ESOL State* | ABE/ESOL Total* | ABE | ESOL | Total | Number on Wait List** |
|---|---|---|---|---|---|---|---|
| **Workforce Area** | **Resources** | **Resources** | **Resources** | **# Served** | **# Served** | **# Served** | **Wait List #** |
| Berkshire County | $2,560 | $1,012,523 | $1,015,083 | 368 | 161 | 529 | 27 |
| Boston | $2,119,686 | $6,070,063 | $8,189,749 | 1,907 | 3,201 | 5,108 | 4,429 |
| Bristol County | $454,505 | $1,250,069 | $1,704,574 | 479 | 385 | 864 | 554 |
| Brockton Area | $137,919 | $911,658 | $1,049,577 | 294 | 416 | 710 | 2,704 |
| Cape and Islands | $101,554 | $818,279 | $919,833 | 388 | 426 | 814 | 525 |
| Central Mass. | $299,633 | $1,826,135 | $2,125,768 | 861 | 572 | 1,433 | 2,200 |
| Franklin/Hampshire | $289,851 | $1,049,804 | $1,339,655 | 455 | 277 | 732 | 43 |
| Greater Lowell | $288,517 | $844,281 | $1,132,798 | 388 | 641 | 1,029 | 233 |
| Greater New Bedford | $489,448 | $687,604 | $1,177,052 | 422 | 448 | 870 | 1,240 |
| Hampden County | $1,095,739 | $1,046,054 | $2,141,793 | 854 | 562 | 1,416 | 780 |
| Merrimack Valley | $449,159 | $1,441,325 | $1,890,484 | 346 | 908 | 1,254 | 2,251 |
| Metro North | $500,359 | $2,901,280 | $3,401,639 | 430 | 2180 | 2,610 | 4,256 |
| Metro South/West | $393,772 | $1,848,734 | $2,242,506 | 542 | 1193 | 1,735 | 1,894 |
| North Central Mass. | $620,554 | $399,225 | $1,019,779 | 342 | 257 | 599 | 322 |
| North Shore | $836,083 | $461,478 | $1,297,561 | 487 | 424 | 911 | 1,209 |
| South Shore | $91,229 | $875,777 | $967,006 | 351 | 288 | 639 | 294 |
| **TOTALS** | **$8,170,568** | **$23,444,289** | **$31,614,857** | **8,914** | **12,339** | **21,253** | **22,961** |

Information Source: DESE ACLS

* The resources include only funding for direct services, excluding other types of funding for GED Test Centers, SABES, EvenStart and other activities.

** Wait list data is provided as of June 30, 2011.

## Funding Notes

## Table 12: Public Higher Education

The Department of Higher Education provided the FY2011 state resources for the Commonwealth's public colleges and universities. This includes the state appropriation, from the FY2011 Budget or General Appropriation Act (GAA), for each community college, state university (state college)* and the University of Massachusetts system. In addition, institutions of public higher education received allotments from the State Fiscal Stabilization Fund (SFSF) under the American Recovery and Reinvestment Act (ARRA.) FY2011 enrollment data includes the fall 2010 enrollment data for undergraduate and graduate students at the Commonwealth's public colleges and universities. In addition, information was provided on degrees awarded during FY2011 by public community colleges, state universities, and graduate schools. The data shown in this table are by individual institution and include all students, Massachusetts residents as well as out-of-state and foreign students.

* On July 28, 2010, Governor Patrick signed House Bill 4864 into law, creating a state university system for the nine current Massachusetts state colleges. Table 12a reflects the revised names for six of the nine institutions in the system.

## Table 12: Higher Education

### Massachusetts Community Colleges
### FY2011 Resources, Enrollments (Fall 2010) and Degrees Awarded, by Institution

| | State Appropriation* | ARRA SFSF** | Enrollment: Unduplicated Headcount | | | Degrees Awarded | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Institution** | **Resources** | **Resources** | **Undergraduate** | **Graduate** | **Total** | **Certificate*** ** | **Associate** | **Bachelor** | **Advanced** | **Total** |
| Berkshire Community College | $8,055,655 | $705,523 | 2,730 | 0 | 2,730 | 77 | 263 | 0 | 0 | 340 |
| Bristol Community College | $13,887,717 | $1,197,974 | 8,893 | 0 | 8,893 | 278 | 911 | 0 | 0 | 1,189 |
| Bunker Hill Community College | $17,924,560 | $1,535,426 | 12,271 | 0 | 12,271 | 234 | 815 | 0 | 0 | 1,049 |
| Cape Cod Community College | $9,933,561 | $863,441 | 4,482 | 0 | 4,482 | 131 | 433 | 0 | 0 | 564 |
| Greenfield Community College | $7,916,941 | $693,858 | 2,583 | 0 | 2,583 | 115 | 297 | 0 | 0 | 412 |
| Holyoke Community College | $16,098,308 | $1,381,852 | 7,404 | 0 | 7,404 | 188 | 940 | 0 | 0 | 1,128 |
| Mass Bay Community College | $12,056,580 | $1,041,972 | 5,556 | 0 | 5,556 | 267 | 445 | 0 | 0 | 712 |
| Massasoit Community College | $17,467,335 | $1,496,978 | 8,053 | 0 | 8,053 | 144 | 785 | 0 | 0 | 929 |
| Middlesex Community College | $17,238,156 | $1,478,705 | 9,710 | 0 | 9,710 | 179 | 896 | 0 | 0 | 1075 |
| Mt. Wachusett Community College | $11,019,027 | $957,721 | 4,893 | 0 | 4,893 | 205 | 470 | 0 | 0 | 675 |
| North Shore Community College | $17,687,990 | $1,515,533 | 7,985 | 0 | 7,985 | 346 | 803 | 0 | 0 | 1,149 |
| Northern Essex Community College | $16,453,017 | $1,411,681 | 7,439 | 0 | 7,439 | 408 | 640 | 0 | 0 | 1,048 |
| Quinsigamond Community College | $13,079,480 | $1,127,991 | 8,922 | 0 | 8,922 | 228 | 854 | 0 | 0 | 1,082 |
| Roxbury Community College | $9,762,418 | $849,049 | 2,672 | 0 | 2,672 | 28 | 283 | 0 | 0 | 311 |
| Springfield Technical Community College | $21,202,457 | $1,811,091 | 6,887 | 0 | 6,887 | 192 | 858 | 0 | 0 | 1,050 |
| **Community College Totals** | **$209,783,202** | **$18,068,796** | **100,480** | **0** | **100,480** | **3,020** | **9,693** | **0** | **0** | **12,713** |

Information Source: DHE

* GAA - General Appropriations Act.

** American Recovery and Reinvestment Act (ARRA) State Fiscal Stabilization Fund (SFSF).

*** Certificates include 0-1 and 1-2 Year Certificates.

## Table 12a: Higher Education (continued)

### Massachusetts State University System and University of Massachusetts
### FY2011 Resources, Enrollments (Fall 2010) and Degrees Awarded, by Institution

| | State Appropriation* | ARRA SFSF** | Enrollment: Unduplicated Headcount | | | Degrees Awarded | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Institution** | **Resources** | **Resources** | **Undergraduate** | **Graduate** | **Total** | **Certificate** | **Associate** | **Bachelor** | **Advanced*** ** | **Total** |
| Bridgewater State University | $33,942,246 | $2,878,099 | 9,328 | 1873 | 11,201 | 0 | 0 | 1680 | 586 | 2266 |
| Fitchburg State University | $23,875,432 | $2,031,641 | 4,274 | 2,497 | 6,771 | 1 | 0 | 697 | 559 | 1,257 |
| Framingham State University | $21,336,291 | $1,818,141 | 3,858 | 2095 | 5,953 | 0 | 0 | 729 | 499 | 1,228 |
| Massachusetts College of Art & Design | $13,054,515 | $1,095,893 | 2,259 | 187 | 2,446 | 17 | 0 | 339 | 82 | 438 |
| Massachusetts College of Liberal Arts | $12,339,425 | $1,061,648 | 1,721 | 253 | 1,974 | 0 | 0 | 353 | 43 | 396 |
| Massachusetts Maritime Academy | $12,086,036 | $1,040,342 | 1,200 | 96 | 1,296 | 8 | 0 | 209 | 45 | 262 |
| Salem State University | $34,190,813 | $2,898,999 | 7,839 | 2,154 | 9,993 | 9 | 0 | 1330 | 551 | 1,890 |
| Westfield State University | $19,884,626 | $1,727,454 | 5,203 | 688 | 5,891 | 0 | 0 | 1044 | 166 | 1,210 |
| Worcester State University | $20,319,915 | $1,732,680 | 4,830 | 878 | 5,708 | 0 | 0 | 809 | 369 | 1178 |
| **State Universities Total** | **$191,029,299** | **$16,284,897** | **40,512** | **10,721** | **51,233** | **35** | **0** | **7,190** | **2,900** | **10,125** |
| University of Massachusetts Amherst | na | na | 21,373 | 6,196 | 27,569 | 103 | 75 | 5,036 | 1,676 | 6,890 |
| University of Massachusetts Boston | na | na | 11,568 | 3,886 | 15,454 | 46 | 0 | 1,941 | 1188 | 3,175 |
| University of Massachusetts Dartmouth | na | na | 7,749 | 1,683 | 9,432 | 1 | 0 | 1,328 | 449 | 1,778 |
| University of Massachusetts Lowell | na | na | 11,276 | 3,426 | 14,702 | 96 | 25 | 1653 | 1027 | 2,801 |
| University of Massachusetts Worcester | na | na | 0 | 1,158 | 1,158 | 0 | 0 | 0 | 195 | 195 |
| **University of Massachusetts Total** | **$424,055,456** | **$37,920,028** | **51,966** | **16,349** | **68,315** | **246** | **100** | **9,958** | **4,535** | **14,839** |
| Community College Total (Table 13) | **$209,783,202** | **$18,068,796** | **100,480** | **0** | **100,480** | **3,020** | **9,693** | **0** | **0** | **12,713** |
| **TOTAL All Students** | **$824,867,957** | **$72,273,721** | **192,958** | **27,070** | **220,028** | **3,301** | **9,793** | **17,148** | **7,435** | **37,677** |

Information Source: DHE

* GAA - General Appropriations Act.

** American Recovery and Reinvestment Act (ARRA) State Fiscal Stabilization Fund (SFSF).

*** Advanced includes all Post-Baccalaureate Certificates, Certificates of Advanced Graduate Study, Masters and Doctoral Degrees.

## FY2011 Workforce Investment Resources for Local Service Delivery

## Funding Notes

## Table 13: FY2011 Summary of Resources by Workforce Investment Area

Table 13 lists the financial resources available during FY2011 within each of the Commonwealth's sixteen workforce investment areas for the four workforce investment segments—emerging, transition, incumbent, and ABE/ESOL. In some cases resources have been assigned to the workforce area that is the primary location of a local vendor/grantee, although services are provided across workforce area boundaries. (See Table 1 for the statewide summary of the resources.)

## FY2011 Workforce Investment Resources for Local Service Delivery

### Table 13: FY2011 Summary of Resources by Workforce Investment Area

| | | Berkshire County | Boston | Bristol County | Brockton |
|---|---|---|---|---|---|
| **Table 2** | Career/Vocational Technical Education Grades 9-12 | $325,158 | $1,893,964 | $876,057 | $556,648 |
| | Career/Vocational Technical Education Post-Secondary | $169,223 | $713,532 | $595,895 | $198,873 |
| | MCAS Academic Support: Work-and-Learning | $9,250 | $233,460 | $242,000 | $66,000 |
| | MCAS Academic Support: OSCC Pathways | $0 | $165,000 | $54,827 | $55,000 |
| | Connecting Activities Grades 10-12 | $75,000 | $746,900 | $78,300 | $75,000 |
| | WIA Title I Low-Income Youth - Formula | $283,772 | $1,710,015 | $1,186,812 | $548,329 |
| | WIA ARRA 15% State Reserve Summer Job Grants | $23,437 | $23,437 | $23,437 | $23,437 |
| | YouthWorks State Summer Jobs Program | $94,373 | $2,760,700 | $335,025 | $242,000 |
| | ARRA/Byrne Youth Jobs Program for New Communities | $0 | $400,000 | $150,000 | $100,000 |
| | Bridging the Opportunity Gap (BOG) | $89,294 | $138,165 | $79,782 | $84,897 |
| **Emerging Workforce Total** | | **$1,069,507** | **$8,785,173** | **$3,622,135** | **$1,950,184** |
| **Table 3** | Wagner Peyser 10% | $23,972 | $101,027 | $72,488 | $42,237 |
| | Wagner Peyser 90% | $215,752 | $909,239 | $652,392 | $380,134 |
| | RES: Re-Employment Services (State/ARRA) | $143,139 | $299,746 | $326,087 | $183,078 |
| | REA: Reemployment and Eligibility Assessments | $46,071 | $169,119 | $122,727 | $98,117 |
| | One-Stop Career Center State Appropriation | $158,308 | $1,105,137 | $158,308 | $158,308 |
| **Table 4** | WIA Title I Dislocated Workers - Formula | $413,573 | $916,871 | $1,133,986 | $670,371 |
| | National Emergency Grants/Rapid Response Set-Aside | $0 | $0 | $1,000,000 | $0 |
| | Rapid Response Supplemental - ARRA | $83,440 | $107,915 | $66,161 | $0 |
| | Trade Adjustment Assistance | $0 | $140,776 | $972,168 | $198,286 |
| **Table 5** | WIA Title I Low Income Adults - Formula | $248,570 | $1,395,218 | $1,133,450 | $504,048 |
| | Employment Services for Veterans: DVOP/LVER | $80,842 | $126,009 | $214,839 | $76,859 |
| **Table 6** | TAFDC Comprehensive Integrated Employment Svcs. (FY10) | $117,059 | $1,801,846 | $738,180 | $522,310 |
| | TAFDC Additional Employment Services Programs (FY10) | $91,900 | $437,110 | $558,860 | $165,000 |
| **Table 7** | Senior Community Service Employment Program (SCSEP) | $704,281 | $1,666,508 | $1,437,009 | $603,280 |
| **Table 8** | Community Service Block Grants (CSBG) – Formula | $16,500 | $1,046,476 | $75,371 | $13,500 |
| | Community Service Block Grants (CSBG) – ARRA | $59,017 | $3,025,507 | $0 | $207,500 |
| | Moving to Work (HUD) | $0 | $610,000 | $0 | $0 |
| | Public Housing/Vouchers Family Self-Sufficiency (HUD) | $0 | $275,040 | $197,575 | $137,680 |
| **Table 9** | MA Commission for the Blind: Vocational Rehabilitation | $44,695 | $438,013 | $143,025 | $100,564 |
| | MA Rehabilitation Commission: Vocational Rehabilitation | $590,403 | $2,132,125 | $1,565,053 | $914,249 |
| **Transitional Workforce Total** | | **$3,037,521** | **$16,703,682** | **$10,567,678** | **$4,975,521** |
| **Table 10** | Workforce Training Fund: General Program | $336,873 | $733,273 | $778,319 | $164,470 |
| | Workforce Training Fund: Express Program | $0 | $42,025 | $20,287 | $15,898 |
| | Workforce Training Fund: Hiring Incentive Grant Program | $6,000 | $2,000 | $4,000 | $0 |
| **Incumbent Workforce Total** | | **$342,873** | **$777,298** | **$802,606** | **$180,368** |
| **Adult Basic Education/ESOL Total (Table 11)** | | **$1,015,083** | **$8,189,749** | **$1,704,574** | **$1,049,577** |
| **TOTAL FY2011 WORKFORCE INVESTMENT RESOURCES** | | **$5,464,985** | **$34,455,903** | **$16,696,994** | **$8,155,651** |

## FY2011 Workforce Investment Resources for Local Service Delivery

### Table 13: FY2011 Summary of Resources by Workforce Investment Area

| | | Cape and Islands | Central Massachusetts | Franklin/ Hampshire | Greater Lowell |
|---|---|---|---|---|---|
| **Table 2** | Career/Vocational Technical Education Grades 9-12 | $433,909 | $931,840 | $335,849 | $760,797 |
| | Career/Vocational Technical Education Post-Secondary | $201,042 | $345,436 | $126,796 | $370,747 |
| | MCAS Academic Support: Work-and-Learning | $0 | $145,000 | $23,000 | $0 |
| | MCAS Academic Support: OSCC Pathways | $0 | $55,000 | $55,000 | $0 |
| | Connecting Activities Grades 10-12 | $75,000 | $75,000 | $75,000 | $75,000 |
| | WIA Title I Low-Income Youth - Formula | $487,731 | $1,245,932 | $676,912 | $564,586 |
| | WIA ARRA 15% State Reserve Summer Job Grants | $23,437 | $23,437 | $23,437 | $23,437 |
| | YouthWorks State Summer Jobs Program | $0 | $684,206 | $0 | $334,351 |
| | Byrne Youth Jobs Program for New Communities | $0 | $275,000 | $0 | $150,000 |
| | Bridging the Opportunity Gap (BOG) | $0 | $132,168 | $0 | $0 |
| **Emerging Workforce Total** | | **$1,221,119** | **$3,913,019** | **$1,315,994** | **$2,278,918** |
| **Table 3** | Wagner Peyser 10% | $47,374 | $98,173 | $42,123 | $49,543 |
| | Wagner Peyser 90% | $426,366 | $883,554 | $379,106 | $445,887 |
| | RES: Re-Employment Services (State/ARRA) | $179,836 | $327,836 | $157,324 | $216,812 |
| | REA: Reemployment and Eligibility Assessments | $29,718 | $246,899 | $47,227 | $149,071 |
| | One-Stop Career Center State Appropriation | $158,308 | $158,308 | $158,308 | $158,308 |
| **Table 4** | WIA Title I Dislocated Workers - Formula | $532,323 | $1,343,586 | $417,954 | $662,187 |
| | National Emergency Grants/Rapid Response Set-Aside | $0 | $359,462 | $0 | $416,501 |
| | Rapid Response Supplemental - ARRA | $114,800 | $316,433 | $130,427 | $136,360 |
| | Trade Adjustment Assistance | $32,864 | $530,192 | $190,086 | $469,063 |
| **Table 5** | WIA Title I Low Income Adults - Formula | $504,827 | $1,111,424 | $371,786 | $555,159 |
| | Employment Services for Veterans: DVOP/LVER | $106,651 | $313,335 | $145,450 | $148,311 |
| **Table 6** | TAFDC Comprehensive Integrated Employment Svcs. (FY10) | $211,014 | $947,521 | $119,669 | $567,459 |
| | TAFDC Additional Employment Services Programs (FY10) | $166,130 | $430,200 | $37,800 | $403,610 |
| **Table 7** | Senior Community Service Employment Program (SCSEP) | $576,994 | $1,198,663 | $446,932 | $519,685 |
| **Table 8** | Community Service Block Grants (CSBG) – Formula | $2,391 | $7,715 | $0 | $50,793 |
| | Community Service Block Grants (CSBG) – ARRA | $38,238 | $420,483 | $172,048 | $249,223 |
| | Moving to Work (HUD) | $0 | $670,512 | $0 | $0 |
| | Public Housing/Vouchers Family Self-Sufficiency (HUD) | $0 | $198,765 | $131,300 | $128,356 |
| **Table 9** | MA Commission for the Blind: Vocational Rehabilitation | $58,104 | $256,997 | $111,738 | $158,668 |
| | MA Rehabilitation Commission: Vocational Rehabilitation | $1,220,016 | $2,511,840 | $734,570 | $946,419 |
| **Transitional Workforce Total** | | **$4,405,954** | **$12,331,899** | **$3,793,848** | **$6,431,415** |
| **Table 10** | Workforce Training Fund: General Program | $0 | $705,570 | $84,320 | $658,196 |
| | Workforce Training Fund: Express Program | $23,620 | $60,990 | $1,350 | $31,385 |
| | Workforce Training Fund: Hiring Incentive Grant Program | $0 | $36,000 | $22,000 | $16,000 |
| **Incumbent Workforce Total** | | **$23,620** | **$802,560** | **$107,670** | **$705,581** |
| **Adult Basic Education/ESOL Total (Table 11)** | | **$919,833** | **$2,125,768** | **$1,339,655** | **$1,132,798** |
| **TOTAL FY2011 WORKFORCE INVESTMENT RESOURCES** | | **$6,570,526** | **$19,173,246** | **$6,557,168** | **$10,548,712** |

## FY2011 Workforce Investment Resources for Local Service Delivery

### Table 13: FY2011 Summary of Resources by Workforce Investment Area

| | | Greater New Bedford | Hampden County | Merrimack Valley | Metro North |
|---|---|---|---|---|---|
| **Table 2** | Career/Vocational Technical Education Grades 9-12 | $453,046 | $1,663,727 | $769,878 | $918,827 |
| | Career/Vocational Technical Education Post-Secondary | $0 | $811,169 | $434,627 | $0 |
| | MCAS Academic Support: Work-and-Learning | $39,633 | $70,000 | $0 | $20,000 |
| | MCAS Academic Support: OSCC Pathways | $55,000 | $99,960 | $55,000 | $55,000 |
| | Connecting Activities Grades 10-12 | $75,000 | $143,200 | $75,000 | $75,000 |
| | WIA Title I Low-Income Youth - Formula | $979,896 | $1,534,137 | $965,117 | $1,216,372 |
| | WIA ARRA 15% State Reserve Summer Job Grants | $23,437 | $23,437 | $23,437 | $23,437 |
| | YouthWorks State Summer Jobs Program | $306,039 | $984,852 | $432,095 | $370,752 |
| | Byrne Youth Jobs Program for New Communities | $150,000 | $375,000 | $150,000 | $0 |
| | Bridging the Opportunity Gap (BOG) | $52,835 | $141,331 | $98,058 | $99,000 |
| **Emerging Workforce Total** | | **$2,134,886** | **$5,846,813** | **$3,003,212** | **$2,778,388** |
| **Table 3** | Wagner Peyser 10% | $39,612 | $78,652 | $57,305 | $130,593 |
| | Wagner Peyser 90% | $356,504 | $707,871 | $515,749 | $1,175,333 |
| | RES: Re-Employment Services (State/ARRA) | $185,652 | $300,029 | $282,936 | $347,133 |
| | REA: Reemployment and Eligibility Assessments | $68,463 | $134,517 | $170,243 | $200,764 |
| | One-Stop Career Center State Appropriation | $158,308 | $791,363 | $158,308 | $1,039,962 |
| **Table 4** | WIA Title I Dislocated Workers - Formula | $697,866 | $935,655 | $933,689 | $1,197,099 |
| | National Emergency Grants/Rapid Response Set-Aside | $207,114 | $1,486,728 | $671,571 | $611,598 |
| | Rapid Response Supplemental - ARRA | $129,681 | $225,365 | $204,680 | $233,793 |
| | Trade Adjustment Assistance | $133,591 | $926,686 | $1,603,206 | $472,436 |
| **Table 5** | WIA Title I Low Income Adults - Formula | $950,869 | $1,418,469 | $894,829 | $1,147,658 |
| | Employment Services for Veterans: DVOP/LVER | $173,368 | $151,539 | $151,101 | $248,056 |
| **Table 6** | TAFDC Comprehensive Integrated Employment Svcs. (FY10) | $707,343 | $1,703,665 | $639,640 | $947,900 |
| | TAFDC Additional Employment Services Programs (FY10) | $386,900 | $2,171,840 | $708,200 | $440,210 |
| **Table 7** | Senior Community Service Employment Program (SCSEP) | $775,457 | $1,196,205 | $870,701 | $1,560,240 |
| **Table 8** | Community Service Block Grants (CSBG) – Formula | $129,243 | $73,299 | $25,104 | $39,859 |
| | Community Service Block Grants (CSBG) – ARRA | $202,084 | $268,433 | $24,559 | $526,943 |
| | Moving to Work (HUD) | $0 | $0 | $0 | $0 |
| | Public Housing/Vouchers Family Self-Sufficiency (HUD) | $0 | $47,744 | $113,525 | $1,091,864 |
| **Table 9** | MA Commission for the Blind: Vocational Rehabilitation | $78,217 | $234,650 | $185,485 | $442,482 |
| | MA Rehabilitation Commission: Vocational Rehabilitation | $833,994 | $2,988,612 | $1,055,622 | $1,529,101 |
| **Transitional Workforce Total** | | **$6,214,266** | **$15,841,322** | **$9,266,453** | **$13,383,024** |
| **Table 10** | Workforce Training Fund: General Program | $315,850 | $867,632 | $324,980 | $634,517 |
| | Workforce Training Fund: Express Program | $0 | $97,950 | $13,678 | $38,283 |
| | Workforce Training Fund: Hiring Incentive Grant Program | $0 | $28,000 | $20,000 | $18,000 |
| **Incumbent Workforce Total** | | **$315,850** | **$993,582** | **$358,658** | **$690,800** |
| **Adult Basic Education/ESOL Total (Table 11)** | | **$1,177,052** | **$2,141,793** | **$1,890,484** | **$3,401,639** |
| **TOTAL FY2011 WORKFORCE INVESTMENT RESOURCES** | | **$9,842,055** | **$24,823,510** | **$14,518,808** | **$20,253,852** |

## FY2011 Workforce Investment Resources for Local Service Delivery

### Table 13: FY2011 Summary of Resources by Workforce Investment Area

| | | Metro South/West | North Central | North Shore | South Shore |
|---|---|---|---|---|---|
| **Table 2** | Career/Vocational Technical Education Grades 9-12 | $1,508,017 | $406,467 | $896,532 | $480,911 |
| | Career/Vocational Technical Education Post-Secondary | $120,047 | $291,439 | $377,738 | $108,235 |
| | MCAS Academic Support: Work-and-Learning | $0 | $66,383 | $0 | $23,420 |
| | MCAS Academic Support: OSCC Pathways | $0 | $55,000 | $0 | $0 |
| | Connecting Activities Grades 10-12 | $111,600 | $75,000 | $75,000 | $75,000 |
| | WIA Title I Low-Income Youth - Formula | $1,145,430 | $614,837 | $775,936 | $843,922 |
| | WIA ARRA 15% State Reserve Summer Job Grants | $23,437 | $23,437 | $23,437 | $23,437 |
| | YouthWorks State Summer Jobs Program | $84,262 | $204,250 | $306,039 | $126,056 |
| | Byrne Youth Jobs Program for New Communities | $0 | $0 | $150,000 | $0 |
| | Bridging the Opportunity Gap (BOG) | $0 | $28,152 | $125,783 | $0 |
| **Emerging Workforce Total** | | **$2,992,793** | **$1,764,965** | **$2,730,465** | **$1,680,981** |
| **Table 3** | Wagner Peyser 10% | $150,113 | $43,835 | $71,346 | $93,150 |
| | Wagner Peyser 90% | $1,351,016 | $394,517 | $642,118 | $838,349 |
| | RES: Re-Employment Services (State/ARRA) | $297,132 | $221,303 | $260,860 | $271,097 |
| | REA: Reemployment and Eligibility Assessments | $241,919 | $156,525 | $138,340 | $208,924 |
| | One-Stop Career Center State Appropriation | $158,308 | $158,308 | $158,308 | $158,308 |
| **Table 4** | WIA Title I Dislocated Workers - Formula | $1,197,468 | $686,595 | $806,991 | $1,058,127 |
| | National Emergency Grants/Rapid Response Set-Aside | $7,172,613 | $0 | $305,000 | $0 |
| | Rapid Response Supplemental - ARRA | $205,800 | $0 | $147,408 | $208,040 |
| | Trade Adjustment Assistance | $347,919 | $824,383 | $254,557 | $123,698 |
| **Table 5** | WIA Title I Low Income Adults - Formula | $958,276 | $601,374 | $751,772 | $842,896 |
| | Employment Services for Veterans: DVOP/LVER | $222,497 | $227,557 | $253,368 | $206,170 |
| **Table 6** | TAFDC Comprehensive Integrated Employment Svcs. (FY10) | $133,869 | $313,898 | $878,719 | $114,434 |
| | TAFDC Additional Employment Services Programs (FY10) | $37,100 | $78,000 | $249,700 | $86,900 |
| **Table 7** | Senior Community Service Employment Program (SCSEP) | $1,617,360 | $515,238 | $1,125,552 | $1,035,672 |
| **Table 8** | Community Service Block Grants (CSBG) – Formula | $5,226 | $5,896 | $146,528 | $15,486 |
| | Community Service Block Grants (CSBG) – ARRA | $159,893 | $149,707 | $296,342 | $167,771 |
| | Moving to Work (HUD) | $0 | $0 | $0 | $0 |
| | Public Housing/Vouchers Family Self-Sufficiency (HUD) | $193,970 | $99,012 | $396,666 | $113,689 |
| **Table 9** | MA Commission for the Blind: Vocational Rehabilitation | $355,327 | $113,973 | $241,354 | $232,415 |
| | MA Rehabilitation Commission: Vocational Rehabilitation | $1,446,635 | $457,265 | $1,175,280 | $1,853,954 |
| **Transitional Workforce Total** | | **$16,252,441** | **$5,047,386** | **$8,300,210** | **$7,629,081** |
| **Table 10** | Workforce Training Fund: General Program | $1,117,464 | $782,233 | $664,242 | $210,720 |
| | Workforce Training Fund: Express Program | $150,750 | $10,700 | $38,469 | $17,828 |
| | Workforce Training Fund: Hiring Incentive Grant Program | $30,000 | $12,000 | $38,000 | $2,000 |
| **Incumbent Workforce Total** | | **$1,298,214** | **$804,933** | **$740,711** | **$230,548** |
| **Adult Basic Education/ESOL Total (Table 11)** | | **$2,242,506** | **$1,019,779** | **$1,297,561** | **$967,006** |
| **TOTAL FY2011 WORKFORCE INVESTMENT RESOURCES** | | **$22,785,955** | **$8,637,064** | **$13,068,947** | **$10,507,616** |

## Acronyms and Glossary

| | |
|---|---|
| ABE | Adult Basic Education (includes reading and math literacy, GED preparation and ESOL |
| ACLS | Adult and Community Learning Services, the DESE unit that oversees ABE services |
| ARRA | American Recovery and Reinvestment Act of 2009 |
| BOG | Bridging the Opportunity Gap Initiative, employment-related programs for DYS youth clients |
| Byrne Program | Edward Byrne Youth Jobs Program for New Communities (ARRA funded) |
| CAA | Community Action Agencies |
| CAP | Career Action Plan (RES) assists OSCC customers to plan their job search and career center |
| CCS | Career Center Seminar (RES) provides information on available OSCC services and programs |
| CommCorp | Commonwealth Corporation (EOLWD) manages a range of youth programs and sector initiatives |
| CSBG | Community Service Block Grants, funding for services at Community Action Agencies |
| CIES | Comprehensive Integrated Employment Services, part of DTA Employment Services Programs |
| DCS | Department of Career Services (EOLWD) oversees the One-Stop Career Center system |
| DESE | Department of Elementary and Secondary Education (formerly Department of Education) |
| DHCD | Department of Housing and Community Development |
| DHE | Department of Higher Education (formerly Board of Higher Education) |
| DMH | Department of Mental Health |
| DTA | Department of Transitional Assistance |
| DUA | Department of Unemployment Assistance (EOLWD) |
| DVOP | Disabled Veterans' Outreach Program |
| DYS | Department of Youth Services |
| ECCLI | Extended Care Career Ladder Initiative (no new awards in FY11) |
| EOEA | Executive Office of Elder Affairs |
| EOHHS | Executive Office of Health and Human Services |
| EOLWD | Executive Office of Labor and Workforce Development |
| EOPSS | Executive Office of Public Safety and Security |
| ES | Employment Services (labor exchange) provided by the One-Stop Career Centers |
| ESP | Department of Transitional Assistance: Employment Services Program |
| ESOL | English for Speakers of Other Languages |
| FSS | Family Self-Sufficiency (service coordinators for HUD public housing and voucher families) |
| FUBA | Federal Unemployment Benefits and Allowances Fund |
| FY | Fiscal Year |
| GAA | General Appropriations Act (state budget) |
| GED | General Education Diploma |
| HITG | Hiring Incentive Grant Program, Workforce Training Fund |
| HUD | U.S. Department of Housing and Development |
| JSJR | Job Search/Job Readiness (DTA ESP) |
| LVER | Local Veterans' Employment Representatives Program |
| MCAS | Massachusetts Comprehensive Assessment System used to assess the skills of K-12 students |
| MCB | Massachusetts Commission for the Blind |
| MRC | Massachusetts Rehabilitation Commission |
| NEG | National Emergency Grants, USDOL WIA funds to support workers affected by mass lay-offs |
| ORI | Office of Refugees and Immigrants |

## FY2011 Workforce Investment Resources for Local Service Delivery

| | |
|---|---|
| OSCC | One-Stop Career Center |
| Perkins IV | The federal Carl D. Perkins Career and Technical Education Improvement Act of 2006 |
| PES | Post Employment Services (DTA ESP) |
| REA | Reemployment and Eligibility Assessment Program (OSCC) for UI claimants |
| RES | ReEmployment Services (OSCC) for UI claimants and other unemployed workers |
| ROSS | Resident Opportunities and Self-Sufficiency Program (HUD) |
| SCSEP | Senior Community Service Employment Program |
| SESP | State Energy Sector Partnership |
| SFSF | State Fiscal Stabilization Fund provides ARRA funds to stabilize state and local government |
| SSDI | Social Security Disability Insurance |
| SSI | Supplemental Security Income |
| TAA | Trade Adjustment Assistance |
| TAFDC | Transitional Aid to Families with Dependent Children (federal TANF) |
| TANF | Transitional Assistance for Needy Families, federal funds for families in transition |
| UI | Unemployment Insurance |
| USDOL | U.S. Department of Labor |
| USHUD | U.S. Department of Housing and Urban Development |
| WCTF | Workforce Competitiveness Trust Fund (no new awards in FY11) |
| WIA | Workforce Investment Act of 1998, federal legislation for the workforce development system |
| WIA Title I | WIA section authorizing activities for low-income youth, adults and dislocated workers |
| WIA Title II | WIA section authorizing Adult Education and Literacy (ABE) activities |
| WIA Title III | WIA section authorizing Wagner-Peyser Employment Service activities |
| WIA Title IV | WIA section authorizing Vocational Rehabilitation services (Rehabilitation Acts of 1998) |
| WIB | Workforce Investment Board |
| WTFP | Workforce Training Fund Program |
| YPP | Young Parent Programs (DTA ESP) |

# LIST OF CITIES AND TOWNS IN MASSACHUSETTS WORKFORCE INVESTMENT AREAS

**Berkshire**
Adams
Alford
Becket
Cheshire
Clarksburg
Dalton
Egremont
Florida
Great Barrington
Hancock
Hinsdale
Lanesborough
Lee
Lenox
Monterey
Mount Washington
New Ashford
New Marlborough
North Adams
Otis
Peru
Pittsfield
Richmond
Sandisfield
Savoy
Sheffield
Stockbridge
Tyringham
Washington
West Stockbridge
Williamstown
Windsor

**Boston**
Boston

**Bristol**
Attleborough
Berkley
Dighton
Fall River
Mansfield
North Attleborough
Norton
Raynham
Rehoboth
Seekonk
Somerset
Swansea
Taunton
Westport

**Brockton**
Abington
Avon
Bridgewater
Brockton
East Bridgewater
Easton
Hanson
Stoughton
West Bridgewater
Whitman

**Cape Cod**
Aquinnah
Barnstable
Bourne
Brewster
Chatham
Chilmark
Dennis
Eastham
Edgartown
Falmouth
Gosnold
Harwich
Mashpee
Nantucket
Oak Bluffs
Orleans
Provincetown
Sandwich
Tisbury
Truro
Wellfleet
West Tisbury
Yarmouth

**Central Mass**
Auburn
Blackstone
Boylston
Brookfield
Charlton
Douglas
Dudley
East Brookfield
Grafton
Hardwick
Holden
Hopedale
Leicester
Mendon
Milford
Millbury
Millville
New Braintree
North Brookfield
Northborough
Northbridge
Oakham
Oxford
Paxton
Rutland
Shrewsbury
Southbridge
Spencer
Sturbridge
Sutton
Upton
Uxbridge
Warren
Webster
West Boylston
West Brookfield
Westborough
Worcester

**Franklin/Hampshire**
Amherst
Ashfield
Athol
Belchertown
Bernardston
Buckland
Charlemont
Chesterfield
Colrain
Conway
Cummington
Deerfield
Easthampton
Erving
Gill
Goshen
Granby
Greenfield
Hadley
Hatfield
Hawley
Heath
Huntington
Leverett
Leyden
Middlefield
Monroe
Montague
New Salem
Northampton
Northfield
Orange
Pelham
Petersham
Phillipston
Plainfield
Rowe
Royalston
Shelburne
Shutesbury
South Hadley
Southampton
Sunderland
Ware
Warwick
Wendell
Westhampton
Whately
Williamsburg
Worthington

**Greater Lowell**
Billerica
Chelmsford
Dracut
Dunstable
Lowell
Tewksbury
Tyngsborough
Westford

**Greater New Bedford**
Acushnet
Dartmouth
Fairhaven
Freetown
Lakeville
Marion
Mattapoisett
New Bedford
Rochester
Wareham

**Hampden**
Agawam
Blandford
Brimfield
Chester
Chicopee
East Longmeadow
Granville
Hampden
Holland
Holyoke
Longmeadow
Ludlow
Monson
Montgomery
Palmer
Russell
Southwick
Springfield
Tolland
Wales
West Springfield
Westfield
Wilbraham

**Merrimack Valley**
Amesbury
Andover
Boxford
Georgetown
Groveland
Haverhill
Lawrence
Merrimac
Methuen
Newbury
Newburyport
North Andover
Rowley
Salisbury
West Newbury

**Metro North**
Arlington
Belmont
Burlington
Cambridge
Chelsea
Everett
Malden
Medford
Melrose

**Metro North (cont'd)**
North Reading
Reading
Revere
Somerville
Stoneham
Wakefield
Watertown
Wilmington
Winchester
Winthrop
Woburn

**Metro South/West**
Acton
Ashland
Bedford
Bellingham
Boxborough
Brookline
Canton
Carlisle
Concord
Dedham
Dover
Foxborough
Framingham
Franklin
Holliston
Hopkinton
Hudson
Lexington
Lincoln
Littleton
Marlborough
Maynard
Medfield
Medway
Millis
Natick
Needham
Newton
Norfolk
Norwood
Plainville
Sharon
Sherborn
Southborough
Stow
Sudbury
Walpole
Waltham
Wayland
Wellesley
Weston
Westwood
Wrentham

**North Central**
Ashburnham
Ashby
Ayer
Barre
Berlin

**North Central (cont'd)**
Bolton
Clinton
Fitchburg
Gardner
Groton
Harvard
Hubbardston
Lancaster
Leominster
Lunenburg
Pepperell
Princeton
Shirley
Sterling
Templeton
Townsend
Westminster
Winchendon

**North Shore**
Beverly
Danvers
Essex
Gloucester
Hamilton
Ipswich
Lynn
Lynnfield
Manchester
Marblehead
Middleton
Nahant
Peabody
Rockport
Salem
Saugus
Swampscott
Topsfield
Wenham

**South Shore**
Braintree
Carver
Cohasset
Duxbury
Halifax
Hanover
Hingham
Holbrook
Hull
Kingston
Marshfield
Middleborough
Milton
Norwell
Pembroke
Plymouth
Plympton
Quincy
Randolph
Rockland
Scituate
Weymouth

## FY2011 Workforce Investment Resources for Local Service Delivery

The "Regional Workforce Investment Profiles" is an annual publication providing information on workforce development programs in the Commonwealth of Massachusetts. Previous editions are available at:

http://www.commcorp.org/publications/category.cfm?ID=40

The Executive Office of Labor and Workforce Development also published "Regional Labor Market Information (LMI) Profiles," which provide information for each region's employment and demographic trends. To view the Regional LMI Profiles series for the state or a particular region, go to the Labor Market Information Publications page of the Executive Office of Labor and Workforce Development:

http://www.mass.gov/lwd/economic-data/publications/labor-market-information-lmi-publications.html

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# Annual Performance Report of Massachusetts Workforce Development Services and Programs

(M.G.L. Chapter 23H, Section 11 (f))

Compiled by

Commonwealth Corporation

on behalf of the

Executive Office of Labor and Workforce Development

Report on FY2010 Programs

November 30, 2010

# ANNUAL PERFORMANCE REPORT OF MASSACHUSETTS WORKFORCE DEVELOPMENT SERVICES AND PROGRAMS


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## I. INTRODUCTION

The Commonwealth Corporation is submitting the fifth Annual Performance Report for Massachusetts Workforce Development Services and Programs, for the Fiscal Year (FY) 2010, from July 2009 to June 2010. The report includes the primary programs for workforce development administered by state agencies.

The statewide reports have been compiled from data and reports provided by the state agencies responsible for managing the federal and/or state funds allocated for workforce development programs and services. In some cases, agencies provided data and calculations that are in addition to previously published reports. Commonwealth Corporation expresses our appreciation for cooperation of the workforce development system in this project.

The Economic Stimulus Bill of 2006, Section 23 requires the Commonwealth Corporation, on behalf of the Executive Office of Labor and Workforce Development, to compile an annual performance report of workforce development programs for submission by June 30th each year to the Massachusetts Workforce Investment Board and to the following committees of the Massachusetts Senate and House of Representatives:

- House and Senate Committees on Ways and Means,
- Joint Committee on Education,
- Joint Committee on Higher Education,
- Joint Committee on Economic Development and Emerging Technologies, and
- Joint Committee on Labor and Workforce Development.

The Performance Standards and Workforce Accountability Task Force, also set up under the Economic Stimulus Bill of 2006, Section 23, subsequently revised the submission date to November 30th of each year undertaken under the oversight of the of the Massachusetts Workforce Investment Board, through the Performance Sub-Committee.[1]

Previous Reports

The first Annual Performance Report of Massachusetts Workforce Development Services and Programs was submitted on October 31, 2007. The first and subsequent reports are available at CommCorp's web-site: http://www.commcorp.org/publications/category.cfm?ID=40 .

Core Performance Measures

The current report uses the structure developed for the first report, using four Core Performance Measures adopted by the Performance Standards and Workforce Accountability Task Force:

- Employment, including Earnings and Retention
- Educational and Training Skill Gains
- Business Impact
- Customer Satisfaction

These four categories of core performance measures for workforce development programs were also cited in section 23(f) of the Economic Stimulus Bill of 2006. For this report, state agencies were requested to report on program outcomes by the four categories of core performance measures, to the extent applicable. The reports for each of the major statewide programs also include data on the demographic and educational characteristics of participants.

[1] The final report of the Performance Standards and Workforce Accountability Task Force (December 2007) can be found at: http://www.commcorp.org/publications/category.cfm?ID=40

Not all performance measures, however, are applicable to all workforce programs and, further, that not all programs collect data in all of the relevant categories of performance measures. Many programs collect at least some data on employment outcomes or education/ skills gains, but few collect data in all categories. The report has been prepared using the best available information from existing reports and data collection systems.

Statewide programs have legislative requirements and mandates to provide specific services or to serve specific populations. Programs also have federally or state-mandated performance goals or standards. As a result, it is likely that programs have adopted different definitions and procedures for collecting and reporting performance and participant data. These procedures are highlighted in the reports as best as possible, next to the actual performance data, with an explanation of the methodology for calculating the performance. Therefore, readers are cautioned not to compare performance results or costs per participant across programs without ensuring that they fully understand the differences in services and populations served.

American Recovery and Reinvestment Act (ARRA) Funding

On February 17, 2009, the American Recovery and Reinvestment Act of 2009 (ARRA) was signed into law by the President. This $787 billion Recovery plan includes federal tax cuts and incentives, an expansion of unemployment benefits, support for infrastructure modernization projects, and funding for a wide variety of programs including education and workforce development. The Recovery Act is intended both to create and save jobs as well as to spur economic activity and invest in long-term economic growth.

Some of the programs listed in this report received ARRA appropriations in addition to their federal formula allocations. The ARRA funds have been listed separately within the funding section for their corresponding workforce programs.

Structure of the Report

The report is divided into two major categories:

- A statewide summary and overview of 19 major workforce development programs, with key highlights of participation, funding and performance results (see pages 3-8);

- Individual FY2009 annual performance reports for each statewide program, including the following information whenever possible (starting at page 9):

  Description of the program;
  Summary of participation and funding levels (state, federal and/or ARRA funds);
  Program results and outcomes, especially in the four core performance areas;
  Participant demographics and characteristics; and
  Types of program activities and services.

Future Steps

The MWIB Performance Sub-Committee will continue to review the issue of developing common measures and improved data reporting systems in the four categories of core performance measures across all workforce programs and will make recommendations on systems and methods to facilitate such reports. The MWIB Performance Subcommittee will also make recommendations on other workforce development programs to be included in future editions of this report.

For further information on how the reports were compiled, please contact Gene White, Senior Research Analyst, Commonwealth Corporation by phone (617) 727- 8158 or email gwhite@commcorp.org.

# II. ANNUAL PERFORMANCE SUMMARY OF FY2010 STATEWIDE PROGRAMS

# Annual Performance Summary of Massachusetts Workforce Development Programs

| FUNDING YEAR: STATE FY2010 | | DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES: ONE-STOP CAREER CENTERS (OSCCs) | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | **Employment Services /Labor Exchange** | | **WIA Title I Low-Income Adults** | | **WIA Title I Dislocated Workers** | | **WIA National Emergency Grants** | | **Trade Adjustment Assistance** | |
| **PARTICIPATION & FUNDING** | | **FY2010** | | **FY2010** | | **FY2010** | | **FY2010** | | **FY2010** | |
| **Number Served** | | 211,761 | | 4,475 | | 9,184 | | 2,359 | | 2,892 | |
| Federal Formula Funding | | $11,461,119 | | $14,903,106 | | $12,181,898 | | $6,076,168 | | $10,025,172 | |
| ARRA Funding (Federal) | | $6,419,037 | | $8,562,618 | | $12,734,068 | | -- | | -- | |
| State Funding | | $4,994,467 | | -- | | -- | | -- | | -- | |
| **Total Funding** | | $22,874,623 | | $23,465,724 | | $24,915,966 | | $6,076,168 | | $10,025,172 | |
| Cost per Participant Served | | $108 (core svcs) | | $5,244 | | $2,713 | | $2,575 | | $3,467 | |
| **PERFORMANCE MEASURES** | | | | | | | | | | | |
| *Employment & Earnings* | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Entered Employment Rate | | 50% | 44% | 72% | 75% | 75% | 79% | 75% | 72% | 65% | 68% |
| Entered Employments (Count) | | na | 76,269 | na | 1,127 | na | 2,411 | na | 191 | na | 567 |
| Employment Retention (thru Post-Pgm Q3) | | 77% | 71% | 81% | 77% | 90% | 85% | 90% | 84% | 87% | 83% |
| Average Earnings (in Post-Pgm Q2 +Q3) | | $16,400 | $15,334 | $9,750 | $10,760 | $16,000 | $16,653 | $16,000 | $15,289 | $13,319 | $15,540 |
| Hourly Wage at Placement | Average | na | $16.17 | na | $12.12 | na | $17.74 | na | $22.40 | na | $14.82 |
| | Median | na | *$12.54* | na | *$11.00* | na | *$14.42* | na | *$16.50* | na | *$12.00* |
| Pre-Program Hourly Wage | Average | na | $16.97 | na | $11.68 | na | $19.36 | na | $22.22 | na | $16.95 |
| | Median | na | *$13.44* | na | *$10.00* | na | *$16.39* | na | *$17.85* | na | *$14.65* |
| **Skill Building Outcomes** | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Attained Skills Certificate/Credential | | na | na | 71% | 88% | 76% | 91% | 76% | 82% | na | 93% |
| **Other Results/Impacts** | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Customer Satisfaction Index Score | | 75.0* | 76.0* | 82.0 | 81.0 | 82.0 | 81.0 | na | na | na | Na |
| Employers Recommend to Others | | na | 92% | na | na | na | na | na | na | na | na |

* Customer satisfaction surveys of employers served.

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# Annual Performance Summary of Massachusetts Workforce Development Programs (cont'd)

| FUNDING YEAR: STATE FY2010 | DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES: WORKFORCE TRAINING FUND (WTF) PROGRAMS | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **General Program** | | **Express Program*** | | **Hiring Incentive Training Grant Program** | | | | | |
| **PARTICIPATION & FUNDING** | **FY2010** | | **FY2010** | | **FY2010** | | | | | |
| **Number of Grants to Employers** | 51 | | 0 | | 25 | | | | | |
| Number of Employees to be Trained | 5,031 | | -- | | 58 | | | | | |
| Federal Funding | -- | | -- | | -- | | | | | |
| State Funding | $3,571,400 | | -- | | $95,999 | | | | | |
| **Total Public Funding** | $3,571,400 | | -- | | $95,999 | | | | | |
| Cost per Trainee Served | $710 | | -- | | $1,655 | | | | | |
| Private Sector Match | $7,000,000 | | -- | | $95,999 | | | | | |
| **PERFORMANCE MEASURES** *Employment & Earnings* | **Goal** | **Actual** | **Goal** | **FY2009 Actual** | **Goal** | **FY2009 Actual** | | | | |
| Percent of Employers with New Hires | na | 48% | na | -- | na | 100% | | | | |
| Percent of Employers with Promotions | na | 55% | na | -- | na | -- | | | | |
| Percent of Employers Providing Raises | na | 44% | na | 15% | na | na | | | | |
| **Skill Building Outcomes** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Attained Skills Certificate/Credential | na | na | na | na | na | na | | | | |
| **Other Results/Impacts** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Recommend WTF to Other Employers | na | 89% | na | 93% | na | 93% | | | | |
| Increased Company Productivity | na | 94% | na | 81% | na | 80% | | | | |

* Due to budget uncertainties, the Express program was on hold during FY2010. Program application process was resumed in September of 2010.

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# Annual Performance Summary of Massachusetts Workforce Development Programs (cont'd)

| FUNDING YEAR: STATE FY2010 | | COMMONWEALTH CORPORATION | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Extended Care Career Ladder Initiative (ECCLI) | | Workforce Competitiveness Trust Fund (WCTF): Round 1* | | WIA Title I Low-Income Youth | | ARRA/WIA Summer Youth Employment Program | | YouthWorks: State Summer Jobs Program | |
| **PARTICIPATION & FUNDING** | | **FY2010** | | **FY2010** | | **FY2010** | | **Summer 2009** | | **Summer 2009** | |
| **Number Served** | | 1,389 | | 4,102 | | 3,689 | | 6,807 | | 4,224 | |
| Federal Funding | | -- | | -- | | $16,421,929 | | -- | | -- | |
| ARRA Funding (Federal) | | -- | | -- | | $5,072,332 | | $16,040,000 | | -- | |
| State Funding | | $1,141,799 | | $6,840,000 | | -- | | -- | | $6,675,000 | |
| **Total Funding** | | $1,141,799 | | $6,840,000 | | $21,493,261 | | $16,040,000 | | $6,675,000 | |
| Cost per Participant Served (Public $) | | $822 | | $1,670 | | $5,505 | | $2,350 | | $1,580 | |
| Private Sector Match | | $1,061,648 | | $9,500,000 | | na | | na | | $3,800,000 | |
| **PERFORMANCE MEASURES** *Employment & Earnings* | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Entered Employments (Rate or Count) | | na | na | 724 | 641 | 76% | 76% | 6,500 | 6,807 | 3,470 | 4,224 |
| Employment Retention ( thru Post-Pgm Q3) | | na | na | na | na | 80% | 82% | na | na | na | na |
| Retention at Job/Education-Younger Youth | | na | na | na | na | 69% | 68%** | na | na | na | na |
| Hourly Wage at Placement | Average | na | na | na | $12.75 | na | $9.62 | na | $8.15 | na | $8.03 |
| | Median | na | na | na | *$12.00* | na | *$8.80* | na | *$8.00* | na | *$8.00* |
| Employment Upgrades | | 390 | 365 | 1,357 | 1,016 | na | na | na | na | na | na |
| Average Earnings Gain | | na | $0.75/hr | na | $1.45/hr | $3,800 | $4,785 | na | na | na | na |
| Hourly Wage at Program Completion | | na | $13.20 | na | $18.25 | na | $8.87** | na | na | na | na |
| **Skill Building Outcomes** | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Attained Skills Certificate/Credential | | na | na | 2,102 | 2,975 | 54% | 63% | 80% | 85% | na | na |
| Diploma Attainment Rate - Younger Youth | | na | na | na | na | 63% | 69%** | na | na | na | na |
| **Other Results/Impacts** | | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** |
| Customer Satisfaction Score | | na | na | na | na | 82.0 | 84.0 | na | na | na | na |

* Cumulative performance for Round 1 projects beginning in June 2007 and ending no later than May 31, 2010.

** Performance measures for WIA Title I youth are for younger youth (14-18 years old); other measures listed include performance for older youth (19-21 years old.)

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# Annual Performance Summary of Massachusetts Workforce Development Programs (cont'd)

| FUNDING YEAR: STATE FY2010 | EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES: EMPLOYMENT RELATED PROGRAMS | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **Dept of Transitional Assistance: Employment Services Program** | | **Massachusetts Rehabilitation Commission: Vocational Rehabilitation Services** | | **Massachusetts Commission for the Blind: Vocational Rehabilitation for the Blind** | | | | | |
| **PARTICIPATION & FUNDING** | **FY2010** | | **FY2010** | | **FY2010** | | | | | |
| **Number Served** | 80,220* | | 20,678 | | 1,639 | | | | | |
| Federal Funding | $950,000 | | $37,200,642 | | $7,149,175 | | | | | |
| Federal SSA Reimbursement | na | | $1,869,061 | | na | | | | | |
| State Funding | $20,979,163 | | $10,207,592 | | $3,044,221 | | | | | |
| **Total Funding** | $21,929,163 | | $49,277,295 | | $10,193,396 | | | | | |
| Cost per Participant Served | na | | $2,383 | | $6,220 | | | | | |
| **PERFORMANCE MEASURES** *Employment & Earnings* | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Entered Employments (Count)** | 9,996 | 8,800 | 3,203 | 3,022 | 110 | 139 | | | | |
| Employed at 90 Days | 8,304 | 8,648 | 3,203 | 3,022 | 110 | 139 | | | | |
| Average Hourly Wage | $10.00 | $10.07 | $12.24 | $12.28 | $16.00 | $22.01 | | | | |
| Employer Sponsored Health Insurance | na | na | 29% | 22% | 57 | 64 | | | | |
| **Skill Building Outcomes** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Attained Skills Credential | na | na | na | na | na | na | | | | |
| **Other Results/Impacts** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Overall Customer Satisfaction | na | na | na | 86% | na | 94% | | | | |

* Total TAFDC Adults during FY2010.
** DTA-ESP entered employments have been retained for 30 days; MRC/MCB Vocational Rehabilitation placements have been retained for 90 days.

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# Annual Performance Summary of Massachusetts Workforce Development Programs (cont'd)

| FUNDING YEAR: STATE FY2010 | DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **Adult & Community Learning Services: Adult Basic Education/ESOL** | | **Connecting Activities** | | | | | | | |
| **PARTICIPATION & FUNDING** | **FY2010** | | **FY2010** | | | | | | | |
| **Number Served** | 20,372 | | 11,033 | | | | | | | |
| Federal Funding | $8,330,989 | | -- | | | | | | | |
| State Funding | $23,710,206 | | $2,000,000 | | | | | | | |
| **Total Funding** | $32,041,195 | | $2,000,000 | | | | | | | |
| Cost per Participant Served (Public $) | $1,573 | | $181 | | | | | | | |
| Employer Internship Wages | na | | $14,800,000 | | | | | | | |
| **PERFORMANCE MEASURES** | | | | | | | | | | |
| *Employment & Earnings* | **Goal** | **Actual** | **Goal** | **Actual** | | | | | | |
| Entered Employments (Rate or Count) | 35% | 19% | 7,452 | 11,033* | | | | | | |
| Employment Retention (thru 3 Qtrs) | 30% | 47% | na | na | | | | | | |
| Earnings/Wages | na | na | na | na | | | | | | |
| **Skill Building Outcomes** | **Goal** | **Actual** | **Goal** | **Actual** | | | | | | |
| Improved ABE Skills | 28% | 28% | na | na | | | | | | |
| Improved ESOL Skills | 46% | 47% | na | na | | | | | | |
| Attained HS Diploma/GED | 68% | 74% | na | na | | | | | | |
| Entered Post-Secondary Education | 45% | 57% | na | na | | | | | | |
| **Other Results/Impacts** | **Goal** | **Actual** | **Goal** | **Actual** | | | | | | |
| Participating Employers | na | na | 3,555 | 3,876 | | | | | | |

* Number of placements in brokered internships.

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# Annual Performance Summary of Massachusetts Workforce Development Programs (cont'd)

| FUNDING YEAR: STATE FY2010 | DEPARTMENT OF HIGHER EDUCATION | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **Community Colleges** | | **State Colleges** | | **University of Massachusetts** | | | | | |
| **PARTICIPATION & FUNDING** | **FY2010** | | **FY2010** | | **FY2010** | | | | | |
| **Fall Enrollment Headcount** | 98,067 | | 50,751 | | 65,923 | | | | | |
| Federal Funding | -- | | -- | | -- | | | | | |
| ARRA Funding | $56.2 million | | $51.2 million | | $122.9 million | | | | | |
| State Appropriation | $188.2 million | | $171.4 million | | $380.0 million | | | | | |
| **Total ARRA/State Funding** | $244.4 million | | $222.6 million | | $502.9 million | | | | | |
| **PERFORMANCE MEASURES** | | | | | | | | | | |
| *Employment & Earnings* | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Entered Employments* | -- | -- | -- | -- | -- | -- | | | | |
| Employment Retention* | -- | -- | -- | -- | -- | -- | | | | |
| Post-Graduation Earnings* | -- | -- | -- | -- | -- | -- | | | | |
| **Skill Building Outcomes** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| Certificates & Degrees Awarded | na | 12,027 | na | 9,925 | na | 13,956 | | | | |
| First-Year Retention (at same school)** | na | 60% | na | 76% | na | 82% | | | | |
| Six-Year Graduation Rate** | na | na | na | 51% | na | 58% | | | | |
| Nursing Exam Pass Rate** | 85% | 87% | na | na | na | 92% | | | | |
| MTEL Teacher Exam Pass Rate** | na | na | 80% | 99% | na | na | | | | |
| **Other Results/Impacts** | **Goal** | **Actual** | **Goal** | **Actual** | **Goal** | **Actual** | | | | |
| NA | -- | -- | -- | -- | -- | -- | | | | |

* Data on employment and earnings of graduates not currently collected by DHE.
** Data for these measures are from the 2009 Performance Reports.

General Note: Differences in program goals, as well as reporting definitions and methods, require caution in comparing outcomes across programs.

# III. ANNUAL PERFORMANCE REPORTS FOR FY2010 STATEWIDE PROGRAMS

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**ONE-STOP CAREER CENTERS (WIA TITLE III WAGNER-PEYSER EMPLOYMENT SERVICE)**

*State Agency Responsible for Administration and Funding:*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

The Division of Career Services (DCS) of the Massachusetts Department of Workforce Development (DWD) manages state and federal funds to provide quality employment services through One-Stop Career Centers (OSCCs) to jobseekers and employers. The statewide network of 37 One-Stop Career Centers provide job seekers with career guidance and referral to jobs and training, and assist employers in finding qualified workers. The One-Stop Career Centers are administered by local Workforce Investment Boards to ensure that each center is meeting the needs of the community, in addition to providing a standard level of basic services.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Sources*** |
|---|---|---|
| Number of Participants in FY2010 | 211,761 | Federal: USDOL Wagner-Peyser, WIA Title III<br>State: General Appropriation Line Item |
| Funding Level in FY2010 | $22,874,623 | Federal Formula Funds: $11,461,119 |
| Cost per Participant (Core Svcs Only) | $108 | ARRA Funds:$6,419,037 State Funds: $4,994,467 |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program** | 76,269 |
| | 50% | 44% | Number Completed or Left Program | 171,983 |
| Employment Retention Rate* | Goal | Actual | Employed thru 3rd Quarter after Program** | 67,077 |
| | 77% | 71% | Number Employed after Program | 94,903 |
| Average Earnings (2 Qtrs)* | Goal | Actual | Average Earnings in the 2nd and 3rd Quarters for those with UI Wage Record Earnings in all 3 Quarters after Program | |
| | $16,400 | $15,334 | | |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant | |
| | $16.17 | $12.54 | | |
| Pre-Program Hourly Wage | Average | Median | Pre-Program Hourly Wage Reported by Participant | |
| | $16.97 | $13.44 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

Annual performance goals are negotiated with the U.S. Department of Labor as part of the annual planning process and consideration is given to general economic conditions, past performance, and incentives for productivity/continuous improvement. In FY2010, Massachusetts met the state goals for employment retention (92% of goal) and average earnings (94% of goal), but did not meet the negotiated goal for entered employment rate (89% of goal), as the USDOL's minimum standard for meeting goals is the attainment of at least 90% of the negotiated state goal.

## ANNUAL PERFORMANCE REPORT

### ONE-STOP CAREER CENTERS (WIA TITLE III WAGNER-PEYSER EMPLOYMENT SERVICE)

### DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 211,761)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 95,380 | 45% |
| Male | 116,381 | 55% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 31,274 | 15% |
| Asian/Pacific Islander | 7,819 | 4% |
| African American | 27,337 | 13% |
| White | 137,491 | 65% |
| Other/More than One | 7,840 | 4% |
| *Age* | *Count* | *Pct.* |
| Under 22 Years Old | 32,745 | 16% |
| 22 – 34 Years Old | 55,275 | 26% |
| 35 – 44 Years Old | 41,775 | 20% |
| 45 – 54 Years Old | 47,512 | 22% |
| 55 Years & Older | 34,454 | 16% |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 13,121 | 6% |
| Unemployed | 199,255 | 93% |
| UI Claimant | 109,164 | 55% |
| Cash Welfare Recipient | 9,480 | 5% |
| Low-Income/Disadvantaged | 53,372 | 25% |
| Primary Language Not English | 18,851 | 9% |
| *Education* | *Count* | *Pct.* |
| High School Student | 12,681 | 6% |
| High School Dropout | 18,981 | 9% |
| HS Graduate/GED | 71,416 | 34% |
| Some Post-Secondary | 26,786 | 13% |
| Associate's Degree | 18,543 | 9% |
| Bachelor's Degree | 42,542 | 20% |
| No Info (10% of total) | 20,812 | na |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity (non-add)* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 211,761 | 100% |
| Assessment and Testing | 77,758 | 37% |
| Counseling and Career Guidance | 109,324 | 52% |
| Job Development | 29,323 | 14% |
| Job Search Activities | 144,049 | 68% |
| Referrals to Employment | 30,162 | 14% |
| Resource Room | 82,887 | 39% |
| Workshops | 150,747 | 71% |
| Training & Education (new FY2010 enrollments) | 17,781 | 8% |

# ANNUAL PERFORMANCE REPORT

## ONE-STOP CAREER CENTERS (WIA TITLE III WAGNER-PEYSER EMPLOYMENT SERVICE)

## DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### EMPLOYERS SERVED THROUGH OSCCS: PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity (non-add)* | *Count* | *Pct.* |
|---|---|---|
| Total Employers | 12,737 | 100% |
| Employers Listing Job Orders | 5,798 | 46% |
| Labor Exchange Services (e.g., recruitments) | 6,540 | 51% |
| General Employer Services (e.g., site visits) | 9,301 | 73% |
| Business Information Services (e.g., LMI) | 4,216 | 33% |
| Financial Incentive Services (e.g., tax credits) | 2,700 | 21% |
| Workforce Development Services (e.g., HR asst.) | 2,714 | 21% |

### EMPLOYERS BY TYPE OF INDUSTRY & COMPARED TO MASS. SECTORS IN CY2009

| *Industry Sector (NAICS Code)* | *OSCC Count* | *OSCC Pct.* | *Mass. Count** | *Mass. Pct.* |
|---|---|---|---|---|
| Total Employers Served | 12,737 | 100% | 213,962 | 100% |
| Natural Resources (11,21) | 207 | 1.6% | 1,025 | 0.5% |
| Construction (23) | 731 | 5.7% | 20,013 | 9.4% |
| Manufacturing (31-33) | 1,822 | 14.3% | 7,543 | 3.5% |
| Wholesale/Retail Trade (42,44-45) | 1,963 | 15.4% | 38,660 | 18.1% |
| Transportation/Utilities (48,49,22) | 466 | 3.7% | 4,659 | 2.2% |
| Information (51) | 361 | 2.8% | 4,224 | 2.0% |
| Financial Activities (52,53) | 843 | 6.6% | 16,376 | 7.7% |
| Professional/Technical (54) | 992 | 7.8% | 28,020 | 13.1% |
| Business Services (55,56) | 893 | 7.0% | 12,535 | 5.9% |
| Educational Services (61) | 503 | 3.9% | 3,572 | 1.7% |
| Health Care (62) | 1,534 | 12.0% | 16,515 | 7.7% |
| Leisure/Hospitality (71,72) | 1,199 | 9.4% | 18,851 | 8.8% |
| Other Services (81) | 661 | 5.2% | 38,472 | 18.0% |
| Public Administration (92) | 392 | 3.1% | 3,497 | 1.6% |
| Not Classified (1% of Total) | 170 | na | na | na |

*Quarterly Census of Employment & Wages, Annual 2009 (ES-202)

### EMPLOYER CUSTOMER SATISFACTION SURVEYS (*Based on 654 responses*)

| Customer Satisfaction Score | Goal | Actual | American Customer Satisfaction Index (scale 0-100) |
|---|---|---|---|
| | 75.0 | 76.0 | |

| *Scale 10-1; 10=strongly agree; 1=strongly disagree* | *Average Score* |
|---|---|
| Overall Satisfaction with Services | 8.0 |
| Services Exceeded Expectations | 8.0 |
| Staff are professional and helpful | 9.3 |
| Staff understood business and specific requests | 9.0 |
| Recommend OSCC to other employers (yes/no) | 92% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**WORKFORCE INVESTMENT ACT (WIA/ARRA) TITLE I LOW-INCOME ADULTS**

*State Agency Responsible for Administration and Funding:*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

Title I of the Workforce Investment Act authorizes employment and training activities for low-income adults, provided through the One-Stop Career Centers. Local grants are distributed by federal formula and are administered by local Workforce Investment Boards and Title I Fiscal Agents in sixteen workforce areas.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 4,475 | Federal: USDOL Workforce Investment Act Title I |
| Funding Level in FY2010 | $23,465,724 | Formula Funding: $14,903,106 |
| Cost per Participant | $5,244 | ARRA Funding: $8,562,618 |

### PROGRAM RESULTS AND OUTCOMES (*Federal USDOL Performance Measure)

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program** | 1,127 |
| | 72% | 75% | Number Completed or Left Program | 1,507 |
| Employment Retention Rate* | Goal | Actual | Employed thru 3rd Quarter after Program** | 1,074 |
| | 81% | 77% | Number Employed after Program | 1,394 |
| Average Earnings (2 Qtrs)* | Goal | Actual | Average Earnings in the 2nd and 3rd Quarters for those with UI Wage Record Earnings in all 3 Quarters after Program | |
| | $9,750 | $10,760 | | |
| Attained Credential Rate | Goal | Actual | Attained Recognized Skills Credential | 1,036 |
| | 71% | 88% | Number Completed or Left Training | 1,183 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant | |
| | $12.12 | $11.00 | | |
| Pre-Program Hourly Wage | Average | Median | Pre-Program Hourly Wage Reported by Participant | |
| | $11.68 | $10.00 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

Annual performance goals for the state are negotiated with the U.S. Department of Labor as part of the annual planning process and consideration is given to general economic conditions, past performance, and incentives for productivity/continuous improvement. In FY2010, Massachusetts exceeded negotiated state goals for the entered employment rate (104% of goal) and average earnings (110% of goal) and met the negotiated state goal for retention rate (95% of goal). USDOL considers that a goal is exceeded if performance is 100% or greater of the negotiated state goal and that a goal is met if performance is at least 90% of the negotiated state goal.

# ANNUAL PERFORMANCE REPORT

## WORKFORCE INVESTMENT ACT (WIA/ARRA) TITLE I LOW-INCOME ADULTS

## DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 4,475)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 3,130 | 70% |
| Male | 1,345 | 30% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 908 | 20% |
| Asian/Pacific Islander | 218 | 5% |
| African American | 714 | 16% |
| White | 2,363 | 53% |
| Other/More than One | 272 | 6% |
| *Age* | *Count* | *Pct.* |
| 18 – 21 Years Old | 734 | 16% |
| 22 – 34 Years Old | 1,733 | 39% |
| 35 – 44 Years Old | 1,008 | 23% |
| 45 – 54 Years Old | 741 | 17% |
| 55 Years & Older | 259 | 6% |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 236 | 5% |
| Unemployed | 3,970 | 89% |
| Cash Welfare Recipient | 1,253 | 28% |
| Single Parent | 1,912 | 43% |
| Basic Skills Deficient | 2,077 | 46% |
| Primary Language Not English | 799 | 18% |
| *Education* | *Count* | *Pct.* |
| High School Student | 41 | 1% |
| High School Dropout | 592 | 13% |
| HS Graduate/GED | 2,307 | 52% |
| Some Post-Secondary | 797 | 18% |
| Associate's Degree | 325 | 7% |
| Bachelor's Degree | 371 | 8% |
| No Info (1% of total) | 42 | na |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 4,475 | 100% |
| Core Job Search Services (without Training) | 950 | 21% |
| Training Enrollments (also receive core services) | 3,525 | 79% |
| *Breakout of Training Types (non-add)* | | |
| - Basic Education | 160 | 5% |
| - ESOL | 206 | 6% |
| - Occupational Skills | 3,284 | 93% |

### PARTICIPANT CUSTOMER SATISFACTION SURVEYS

| Customer Satisfaction Score | Goal | Actual | American Customer Satisfaction Index (scale 0-100) |
|---|---|---|---|
| | 82.0 | 81.0 | |

| *Scale 10-1; 10=strongly agree; 1=strongly disagree* | *Average Score* |
|---|---|
| Overall Satisfaction with Services | 8.4 |
| Services Exceeded Expectations | 8.4 |
| Activities Close to Ideal Services | 8.0 |
| Staff are professional and helpful | 9.0 |
| Teachers/trainers are helpful and supportive | 8.9 |
| Good content and quality of workshops & training | 8.7 |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**WORKFORCE INVESTMENT ACT (WIA/ARRA) TITLE I DISLOCATED WORKERS**

*State Agency Responsible for Administration and Funding:*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program:*

Title I of the Workforce Investment Act authorizes employment and training activities for dislocated workers, provided through the One-Stop Career Centers. Local grants are distributed by federal formula and are administered by local Workforce Investment Boards and Title I Fiscal Agents in sixteen workforce areas.

### PARTICIPATION AND FUNDING LEVELS

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 9,184 | Federal: USDOL Workforce Investment Act Title I |
| Funding Level in FY2010 | $24,915,966 | Formula Funding: $12,181,898 |
| Cost per Participant | $2,713 | ARRA Funding: $12,734,068 |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program** | 2,411 |
| | 75% | 79% | Number Completed or Left Program | 3,051 |
| Employment Retention Rate* | Goal | Actual | Employed thru 3rd Quarter after Program** | 2,168 |
| | 90% | 85% | Number Employed after Program | 2,559 |
| Average Earnings (2 Qtrs)* | Goal | Actual | Average Earnings in the 2nd and 3rd Quarters for those with UI Wage Record Earnings in all 3 Quarters after Program | |
| | $16,000 | $16,653 | | |
| Attained Credential Rate | Goal | Actual | Attained Recognized Skills Credential | 1,858 |
| | 76% | 91% | Number Completed or Left Training | 1,694 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant [92% wage replacement rate of pre-program wage] | |
| | $17.74 | $14.42 | | |
| Pre-Program Hourly Wage | Average | Median | Pre-Program Hourly Wage Reported by Participant | |
| | $19.36 | $16.39 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

Annual performance goals for the state are negotiated with the U.S. Department of Labor as part of the annual planning process and consideration is given to general economic conditions, past performance, and incentives for productivity/continuous improvement. In FY2010, Massachusetts exceeded negotiated state goals for the entered employment rate (105% of goal) and average earnings (104% of goal) and met the negotiated state goal for retention rate (94% of goal). USDOL considers that a goal is exceeded if performance is 100% or greater of the negotiated state goal and that a goal is met if performance is at least 90% of the negotiated state goal.

# ANNUAL PERFORMANCE REPORT

## WORKFORCE INVESTMENT ACT (WIA/ARRA) TITLE I DISLOCATED WORKERS

## DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 9,184)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 4,651 | 51% |
| Male | 4,533 | 49% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 750 | 8% |
| Asian/Pacific Islander | 651 | 7% |
| African American | 611 | 7% |
| White | 6,814 | 74% |
| Other/More than One | 358 | 4% |
| *Age* | *Count* | *Pct.* |
| 18 – 21 Years Old | 196 | 2% |
| 22 – 34 Years Old | 1,338 | 15% |
| 35 – 44 Years Old | 2,414 | 26% |
| 45 – 54 Years Old | 3,461 | 38% |
| 55 Years & Older | 1,775 | 19% |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 198 | 2% |
| Unemployed | 8,874 | 97% |
| UI Claimant | 7,065 | 77% |
| Single Parent | 996 | 11% |
| Basic Skills Deficient | 2,973 | 33% |
| Primary Language Not English | 1,444 | 16% |
| *Education* | *Count* | *Pct.* |
| High School Student | 30 | 0% |
| High School Dropout | 1,105 | 12% |
| HS Graduate/GED | 3,521 | 38% |
| Some Post-Secondary | 1,451 | 16% |
| Associate's Degree | 1,124 | 12% |
| Bachelor's Degree | 1,935 | 21% |
| No Info (0.2% of total) | 18 | na |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 9,184 | 100% |
| Core Job Search Services (without Training) | 2,274 | 25% |
| Training Enrollments (also receive core services) | 6,910 | 75% |
| *Breakout of Training Types (non-add)* | | |
| - Basic Education | 686 | 9% |
| - ESOL | 675 | 10% |
| - Occupational Skills | 6,260 | 91% |

### PARTICIPANT CUSTOMER SATISFACTION SURVEYS

| Customer Satisfaction Score | Goal | Actual | American Customer Satisfaction Index (scale 0-100) |
|---|---|---|---|
| | 82.0 | 81.0 | |

| *Scale 10-1; 10=strongly agree; 1=strongly disagree* | *Average Score* |
|---|---|
| Overall Satisfaction with Services | 8.4 |
| Services Exceeded Expectations | 8.4 |
| Activities Close to Ideal Services | 8.0 |
| Staff are professional and helpful | 9.0 |
| Teachers/trainers are helpful and supportive | 8.9 |
| Good content and quality of workshops & training | 8.7 |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**WORKFORCE INVESTMENT ACT (WIA) TITLE I NATIONAL EMERGENCY GRANTS (NEGs)**

*State Agency Responsible for Administration and Funding:*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program:*

USDOL provides WIA Title I discretionary grants on a competitive application basis for local services to dislocated workers affected by mass layoffs and plant closings. DCS, in conjunction with the affected company, the affected workforce, the local Workforce Investment Board and the Title I Fiscal Agent, develops applications for NEGs. NEG grants typically last 24 months or more and provide a range of reemployment services customized for the impacted workers.

### PARTICIPATION AND FUNDING LEVELS

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 2,359 | Federal: USDOL Workforce Investment Act |
| Funding Level in FY2010 | $6,076,168 | National Emergency Grants: $4,110,034 |
| Cost per Participant | $2,575 | Rapid Response Set-Aside: $1,966,134 |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program** | 191 |
| | 75% | 72% | Number Completed or Left Program | 265 |
| Employment Retention Rate* | Goal | Actual | Employed thru 3rd Quarter after Program** | 251 |
| | 90% | 84% | Number Employed after Program | 300 |
| Average Earnings (2 Qtrs)* | Goal | Actual | Average Earnings in the 2nd and 3rd Quarters for those with UI Wage Record Earnings in all 3 Quarters after Program | |
| | $16,000 | $15,289 | | |
| Attained Credential Rate | Goal | Actual | Attained Recognized Skills Credential | 116 |
| | 76% | 82% | Number Completed or Left Training | 142 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant [101% wage replacement rate of pre-program wage] | |
| | $22.40 | $16.50 | | |
| Pre-Program Hourly Wage | Average | Median | Pre-Program Hourly Wage Reported by Participant | |
| | $22.22 | $17.85 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

Performance goals for each NEG are negotiated with the U.S. Department of Labor as part of the application and contracting process, with reference to the statewide goals for the WIA Dislocated Worker formula program. The duration of NEG contracts includes more than one program year; for this report, project-to-date NEG performance through the end of FY2010 has been compared to FY2010 Dislocated Worker goals. In FY2010, Massachusetts met the state goals for the entered employment rate (94% of goal), retention rate (93% of goal) and average earnings (96% of goal).

## ANNUAL PERFORMANCE REPORT

### WORKFORCE INVESTMENT ACT (WIA) TITLE I NATIONAL EMERGENCY GRANTS

### DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 2,359)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 1,181 | 50% |
| Male | 1,178 | 50% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 355 | 15% |
| Asian/Pacific Islander | 235 | 10% |
| African American | 120 | 5% |
| White | 1,538 | 65% |
| Other/More than One | 111 | 5% |
| *Age* | *Count* | *Pct.* |
| 18 – 21 Years Old | 29 | 1% |
| 22 – 34 Years Old | 293 | 12% |
| 35 – 44 Years Old | 574 | 24% |
| 45 – 54 Years Old | 982 | 42% |
| 55 Years & Older | 481 | 20% |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 19 | 1% |
| Unemployed | 2,322 | 98% |
| UI Claimant | 1,812 | 77% |
| Single Parent | 221 | 9% |
| Basic Skills Deficient | 543 | 23% |
| Primary Language Not English | 794 | 34% |
| *Education* | *Count* | *Pct.* |
| High School Student | 10 | 0% |
| High School Dropout | 612 | 26% |
| HS Graduate/GED | 722 | 31% |
| Some Post-Secondary | 239 | 10% |
| Associate's Degree | 222 | 9% |
| Bachelor's Degree | 551 | 23% |
| No Info (0.1% of total) | 3 | na |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 2,359 | 100% |
| Core Job Search Services (without Training) | 778 | 33% |
| Training Enrollments (also receive core services) | 1,581 | 67% |
| *Breakout of Training Types (non-add)* | | |
| - Basic Education | 140 | 9% |
| - ESOL | 326 | 21% |
| - Occupational Skills | 1,306 | 83% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**TRADE ADJUSTMENT ASSISTANCE (TAA)**

*State Agency Responsible for Administration and Funding:*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

The Trade Adjustment Assistance (TAA) Act includes provisions for USDOL to make training adjustment assistance funds available to workers laid off from firms certified by USDOL as experiencing declines in production due to competition of imports or due to U.S. firms shifting production to non-U.S. locations. TAA training and other resources are accessed by impacted workers through One-Stop Career Centers.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 2,892 | Federal: Trade Adjustment Assistance |
| Funding Level in FY2010 | $10,025,172 | U.S. Department of Labor |
| Cost per Participant | $3,467 | |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Natl Goal | Actual | Employed in 1st Quarter after Program** | 567 |
| | 64.9% | 68% | Number Completed or Left Program | 834 |
| Employment Retention Rate* | Natl Goal | Actual | Employed thru 3rd Quarter after Program** | 247 |
| | 87.3% | 83% | Number Employed after Program | 296 |
| Average Earnings (2 Qtrs)* | Natl Goal | Actual | Average Earnings in the 2nd and 3rd Quarters for those with UI Wage Record Earnings in all 3 Quarters after Program | |
| | $13,319 | $15,540 | | |
| Completed Training | Goal | Actual | Completed Training Successfully | 1,969 |
| | na | 93% | Number Completed or Left Training | 2,108 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant [87% wage replacement rate of pre-program wage] | |
| | $14.82 | $12.00 | | |
| Pre-Program Hourly Wage | Average | Median | Pre-Program Hourly Wage Reported by Participant | |
| | $16.95 | $14.65 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

The U.S. Department of Labor has established national performance goals for the Trade Adjustment Assistance program, with consideration given to general economic conditions, past performance, and incentives for productivity/continuous improvement. USDOL does not negotiate state level goals. In FY2010, Massachusetts exceeded the national goal for the entered employment rate (105% of goal), met the retention rate (95% of goal) and exceeded the average earnings (117% of goal).

## ANNUAL PERFORMANCE REPORT

### TRADE ADJUSTMENT ASSISTANCE (TAA)

### DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 2,892)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 1,306 | 45% |
| Male | 1,586 | 55% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 358 | 12% |
| Asian/Pacific Islander | 239 | 8% |
| African American | 119 | 4% |
| White | 2,036 | 70% |
| Other/More than One | 140 | 5% |
| *Age* | *Count* | *Pct.* |
| Under 22 Years Old | 34 | 1% |
| 22 – 34 Years Old | 302 | 10% |
| 35 – 44 Years Old | 672 | 23% |
| 45 – 54 Years Old | 1,176 | 41% |
| 55 Years & Older | 708 | 24% |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 33 | 1% |
| Unemployed | 2,827 | 98% |
| UI Claimant | 2,366 | 82% |
| Single Parent | 237 | 8% |
| Basic Skills Deficient | 1,395 | 48% |
| Primary Language Not English | 1,010 | 35% |
| *Education* | *Count* | *Pct.* |
| High School Student | 16 | 1% |
| High School Dropout | 872 | 30% |
| HS Graduate/GED | 1,199 | 41% |
| Some Post-Secondary | 263 | 9% |
| Associate's Degree | 225 | 8% |
| Bachelor's Degree | 312 | 11% |
| No Info (0.2% of total) | 5 | na |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 2,892 | 100% |
| Job Search & Other Services (without Training) | 434 | 15% |
| Training Enrollments (also receive core services) | 2,458 | 85% |
| *Breakout of Training Types (non-add)* | | |
| - Basic Education | 690 | 28% |
| - ESOL | 712 | 29% |
| - Occupational Skills | 1,952 | 79% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**WORKFORCE TRAINING FUND: GENERAL PROGRAM**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

The Division of Career Services (DCS) of the Department of Workforce Development (DWD) administers the Workforce Training Fund (WTF). WTF is financed through employer contributions of $8.40 per employee as part of their overall annual unemployment insurance contribution. In addition to the General Program, WTF includes the Express Program and the Hiring Incentive Training Grant Program.

The **Workforce Training Fund's (WTF) General Program** provides one-to-one matching grants to large and small businesses, labor and business organizations in Massachusetts to pay for training to upgrade the skills of their workforce. Since the first round of grants in March 1999, through FY2010, the fund has awarded $177 million to 2,508 Massachusetts companies to train 249,443 Massachusetts workers.

### PARTICIPATION AND FUNDING FOR WTF GENERAL PROGRAM

| ***Participants and Funding Levels*** | |
|---|---|
| Dollars Awarded in FY2010 | $3,571,400 |
| Number of General Program Grants | 51 |
| Number of Employees to be Trained | 5,031 |
| Cost per Trainee (state funds only) | $710 |
| Average Size of FY2010 Grant | $70,027 |
| Average Number of Trainees per Grant | 99 |

***Primary Funding Sources***

State Line Item 7003-0701: $21,000,000 (total)

FY2010 Awards: $3,571,400*
Private Sector Match: $7 million**

*Budget uncertainties in the first half of FY2010 resulted in a reduced level of new grant awards.
**Employers must provide at least 100% match.

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | ***Actual*** | ***Data for Calculation of Measure*** |
|---|---|---|
| Increased Company's Productivity | 94% | 93.6% of employers reported (in their end-of-grant reports) improved productivity as a result of training grant. |
| Increased Competitiveness | 92% | 92% of employers reported improved competitiveness as a result of training grant. |
| Employers Providing Raises | 44% | 44% of employers reported pay increases granted to employees as a direct result of training. |
| Employers Providing Promotions | 55% | 55% of employers reported promotions granted to 866 employees as a direct result of training. |
| Employers with New Hires | 48% | 47.6% of employers reported new hires totaling 319 as a direct result of training. |
| Employers Preventing Layoffs | 35% | 35% of employers reported layoffs prevented 392 layoffs as a direct result of training. |
| Recommend to Other Employers | 89% | 89% of employers reported that they would recommend the program to other employers. . |

## ANNUAL PERFORMANCE REPORT

### WORKFORCE TRAINING FUND: GENERAL PROGRAM

### DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES

### CHARACTERISTICS OF WTF GENERAL PROGRAM GRANTS (TOTAL = 51)

| *Industry* | *Pct of Grants* | *Sector Pct in MA** |
|---|---|---|
| Manufacturing & Construction | 80% | 14% |
| Professional and Business Services | 3% | 19% |
| Financial Activities | 2% | 8% |
| Trade and Transportation | 3% | 22% |
| Healthcare and Education | 2% | 9% |
| Other Services | 10% | 28% |
| *Type of Worker* | *Pct of Trainees* | *Occup. Pct in MA*** |
| Managerial | 16% | 11% |
| Professional | 19% | 25% |
| Sales | 5% | 10% |
| Clerical | 4% | 17% |
| Services | 6% | 19% |
| Production | 50% | 18% |
| *Region* | *Pct of Grants* | *Region's Pct in MA** |
| West | 18% | 13% |
| Central | 8% | 10% |
| Northeast | 18% | 14% |
| Greater Boston | 33% | 39% |
| Southeast | 23% | 24% |

* Source: Quarterly Census of Employment and Wages, Annual 2009 (QCEW/ES-202)
** Source: Occupational Employment and Wage Statistics, May 2009 Survey (OES)

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**WORKFORCE TRAINING FUND: EXPRESS PROGRAM**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

The Division of Career Services (DCS) of the Massachusetts Department of Workforce Development (DWD) administers the Workforce Training Fund (WTF). The WTF's Express program provides grants on a one-to-one matching basis to small business (up to 50 employees) and labor organizations. The Express grants are accessed through an easy-to-complete online application and online training directory of pre-approved courses. The Express program features an open application period and quick turnaround. Maximum grant amount is $15,000. The program has awarded a cumulative total of $5.5 million to 1,382 companies to train 8,200 workers.

## PARTICIPATION AND FUNDING FOR WTF EXPRESS PROGRAM

| ***Participants and Funding Levels*** | | ***Primary Funding Sources*** |
|---|---|---|
| Dollars Awarded in FY2010 | $0 | State Line Item 7003-0701: $21,000,000 (total) |
| Number of Express Program Awards | 0 | No new grant awards during FY2010.* |
| Number of Employees to be Trained | 0 | *Due to budget uncertainties, no grants were made during FY2010 in this category. The program resumed operation in FY2011 as of September 2010. |
| Cost per Trainee (state funds only) | na | |
| Average Size of FY2010 Grant | na | |
| Average Number of Trainees per Grant | na | |

## PROGRAM RESULTS AND OUTCOMES (Performance based on FY2009 reports.)

| ***Performance Measures (FY2009)*** | ***Actual*** | ***Data for Calculation of Measure*** |
|---|---|---|
| Increased Company's Productivity | 81% | 81% of employers reported (in their end-of-grant summary) improved productivity as a result of training grant. |
| Increased Employee Morale | 90% | 90% of employers reported improved employee morale as a result of training grant. |
| Employers Providing Raises | 15% | 15% of employers reported pay increases granted to employees as a direct result of training. |
| Increased Employee Retention | 73% | 73% of employers reported that training increased their ability to retain employees. |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**WORKFORCE TRAINING FUND: HIRING INCENTIVE TRAINING GRANT PROGRAM**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF WORKFORCE DEVELOPMENT, DIVISION OF CAREER SERVICES**

*Description of Program*

The Division of Career Services (DCS) of the Massachusetts Department of Workforce Development (DWD) administers the Workforce Training Fund (WTF). The WTF's Hiring Incentive Training Grant Program (HITG) provides training grants of up to $2,000 per employee and up to a maximum of $30,000 a year per company. This program assists in paying training costs for newly hired employees who have been unemployed over one year and those that do not have a call back date from their last employer. Employers can use a training provider of their choice or may also use qualified employees of the company to conduct internal training of new hires. The program has awarded a cumulative total of $5.9 million to 2,043 companies for 3,387 workers.

## PARTICIPATION AND FUNDING FOR WTF HIRING INCENTIVE TRAINING GRANTS (HITG)

| ***Participants and Funding Levels*** | | ***Primary Funding Sources*** |
|---|---|---|
| Dollars Awarded in FY2010 | $95,999 | State Line Item 7003-0701: $21,000,000 (total) |
| Number of HITG Awards | 25 | FY2010 Awards: $95,999*<br>Private Sector Match: $95,999 million** |
| Number of Employees to be Trained | 58 | |
| Cost per Trainee (state funds only) | $1,655 | * Due to budget uncertainties, HITG was on hold until re-start of application process in February 2010 resulting in a reduced number of awards. |
| Average Size of FY2010 Grant | $3,840 | **Employers must provide one-to-one match. |
| Average Number of Trainees per Grant | 2 | |

## PROGRAM RESULTS AND OUTCOMES (Performance based on FY2009 reports.)

| ***Performance Measures (FY2009)*** | ***Actual*** | ***Data for Calculation of Measure*** |
|---|---|---|
| Increased Company's Productivity | 80% | 80% of employers reported that the grant resulted in a savings of money for the company. |
| Staff Resources Savings | 33% | 33% of employers reported that the grant resulted in a savings of staff resources. |
| Trainees Increased Skills | 94% | 94% of employers reported that trainees gained skills that are of value to the company. |
| Recommend to Other Employers | 93% | 93% of employers reported that they would recommend the program to other employers. . |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**EXTENDED CARE CAREER LADDER INITIATIVE (ECCLI)**

*State Agency Responsible for Administration and Funding:*

**COMMONWEALTH CORPORATION**

*Description of Program:*

The Extended Care Career Ladder Initiative (ECCLI), administered by Commonwealth Corporation, provides competitive grants to licensed nursing homes and home care providers to improve the overall quality of care to seniors and disabled individuals. ECCLI grants provide career ladder development as well as education and training to improve the clinical skills and job retention of direct care workers. Since 2001, ECCLI has helped more than 175 nursing homes and home health agencies train over 9,000 staff members, impacting about 25% of facilities in the Massachusetts long-term care industry.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Sources*** |
|---|---|---|
| Number of Participants in FY2010 | 1,389 | State Funds: $1,141,799* |
| Expenditures in FY2010 | $1,141,799 | Private Sector Match: $1,061,648 |
| Cost per Participant (state funds only) | $822 | *Includes 11 contracts that started in FY2009 and ended in FY2010, plus 3 FY2010 contracts with program activity outcomes during FY2010. |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure**** |
|---|---|---|---|
| Employment Upgrades | Goal** | Actual** | Workers in Career Ladder and Related Training completing & receiving wage increases; 94% of Goal. |
| | 390 | 365 | |
| Average Hourly Wage Increase | Average | Median | Hourly Wage Increase for Workers Receiving Raise after Completing Career Ladder Training |
| | $0.75 | $0.50 | |
| Training Course Completion | Goal | Actual | Number of course completions for career ladder training, clinical skills, basic skills, and organizational skills courses; 98% of goal. |
| | 1,846 | 1,814 | |
| Hourly Wage at Completion | Average | Median | Hourly Wage for Workers Completing Career Ladder Related Training |
| | $13.20 | $13.00 | |

*Reported by case manager/employer at end of training program.

** Upgrade goal is based on the end-of-project goals for the 11 FY2009 contracts ending during FY2010 plus the interim benchmarks through June 30, 2010 for the new contracts starting during FY2010. Employment upgrade and earnings increase goals were negotiated with each ECCLI grantee through the proposal and contracting process, for incumbent workers in career ladder skills training.

## ANNUAL PERFORMANCE REPORT

### EXTENDED CARE CAREER LADDER INITIATIVE (ECCLI)

### COMMONWEALTH CORPORATION

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 958*)

| *Gender (n=953)* | *Count* | *Pct.* |
|---|---|---|
| Female | 844 | 89% |
| Male | 109 | 11% |
| No Info (1% of total) | 5 | na |

| *Race/Ethnicity (n=912)* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino | 203 | 22% |
| Asian/Pacific Islander | 20 | 2% |
| African American | 190 | 21% |
| White | 463 | 51% |
| Other | 36 | 4% |
| No Info (5% of total) | 46 | na |

| *Other Barriers (n=958)* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 13 | 1% |
| Employed | 958 | 100% |
| Limited English Proficient | 162 | 17% |

| *Age (n=951)* | *Count* | *Pct.* |
|---|---|---|
| 21 Years Old & Under | 99 | 10% |
| 22 – 34 Years Old | 284 | 30% |
| 35 – 44 Years Old | 209 | 22% |
| 45 – 54 Years Old | 244 | 26% |
| 55 Years & Older | 115 | 12% |
| No Info (1% of total) | 7 | na |

| *Education (n=924)* | *Count* | *Pct.* |
|---|---|---|
| High School Dropout | 153 | 17% |
| HS Graduate/GED | 399 | 43% |
| Some Post-Secondary | 267 | 29% |
| Associate's Degree | 57 | 6% |
| Bachelor's or Higher | 48 | 5% |
| No Info (4% of total) | 34 | na |

*Information was collected only for 958 frontline staff in career advancement education and training, and was not collected for 431 supervisory and management staff who participated in other workshops and activities through the initiative.

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity (non-add*)* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 1,389 | 100% |
| - Career Ladder Training | 561 | 40% |
| - Clinical Skills Training | 307 | 22% |
| - ABE/ESOL/GED | 90 | 7% |
| - Organizational/Soft Skills, Culture Change | 962 | 69% |
| - Career Counseling | 320 | 23% |

**Many participants take part in more than one activity.*

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**WORKFORCE COMPETITIVENESS TRUST FUND**

*State Agency Responsible for Administration and Funding:*

**COMMONWEALTH CORPORATION**

*Description of Program:*

The Workforce Competitiveness Trust Fund (WCTF), administered by Commonwealth Corporation, is a state sector strategies initiative, initially funded through the Economic Stimulus Bill of 2006, focused on the Commonwealth's critical industry sectors. It is designed to enable a broad range of residents—including older workers, low-wage workers, low-income individuals, disabled citizens, vulnerable youth, incumbent workers, and the unemployed—to gain access to employment, education, and skills necessary to move forward along a career path leading to economic self-sufficiency. Through a competitive bid process, local workforce intermediaries work in partnership with employers and education and training providers to devise solutions to enhance worker skills, increase business competitiveness, and improve employment and skills for unemployed and low-income workers. Contracts are for two to three years in duration. The WCTF was implemented in two rounds. This report presents the results of Round 1, which began in June of 2007 and ended in May of 2010. Round 2 began in July 2008 and will continue through FY2011.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | |
|---|---|
| Participants through FY2010* | 4,102 |
| WCTF Round 1 Awards | $6,877,186 |
| Cost per Participant (state funds only) | $1,675 |

***Primary Funding Sources***

State WCTF Round 1 Awards: $6,877,186

Private Sector Round 1 Match: $8,745,000

*Round One included 15 projects that began in FY2008 and ended no later than May 31, 2010.

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures*** | | | ***Data for Calculation of Measure**** |
|---|---|---|---|
| Obtained Employment** | Goal<br>724 | Actual<br>641 | Number of Unemployed or Underemployed Participants Obtaining New Employment; 89% of Goal. |
| Hourly Wage at Placement | Average<br>$12.75 | Median<br>$12.00 | Hourly Wage for Unemployed/Underemployed Participants Obtaining Employment |
| Received Wage Increase** | Goal<br>1,357 | Actual<br>1,016 | Number of Incumbent Workers Trained Receiving Wage Increase; 75% of Goal. |
| Average Earnings Increase | Average<br>$1.45 | Median<br>$1.00 | Average Increase for Incumbent Workers Receiving Wage Increase after Training, from $16.80/hour to $18.25/hour |
| Attained Skill Credential** | Goal<br>2,102 | Actual<br>2,975 | Number of Participants Completing Training Course & Attaining Skill Credential; 142% of Goal. |

*Reported by case manager/employer at end of training program.

** Cumulative actual performance versus end-of-project outcome goals through May 31, 2010. Goals were negotiated with each grantee through the proposal and contracting process.

# ANNUAL PERFORMANCE REPORT

## WORKFORCE COMPETITIVENESS TRUST FUND

## COMMONWEALTH CORPORATION

## PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 4,102)

| *Gender (n=4,090)* | *Count* | *Pct.* |
|---|---|---|
| Female | 2,686 | 66% |
| Male | 1,404 | 34% |
| No Info (<1% of total) | 12 | na |

| *Race/Ethnicity (n=3,741)* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino | 542 | 15% |
| Asian/Pacific Islander | 232 | 6% |
| African American | 425 | 11% |
| White | 2,390 | 64% |
| Other | 152 | 4% |
| No Info (9% of total) | 361 | na |

| *Other Barriers* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 200 | 6% |
| Unemployed | 1,084 | 26% |
| Underemployed | 396 | 10% |
| Low-Income | 1,406 | 35% |
| Primary Language Not English | 613 | 16% |

| *Age (n=3,893)* | *Count* | *Pct.* |
|---|---|---|
| 21 Years Old & Under | 546 | 14% |
| 22 – 34 Years Old | 980 | 25% |
| 35 – 44 Years Old | 814 | 21% |
| 45 – 54 Years Old | 991 | 26% |
| 55 Years & Older | 562 | 14% |
| No Info (5% of total) | 209 | na |

| *Education (n=3,414)* | *Count* | *Pct.* |
|---|---|---|
| Less than High School | 446 | 13% |
| HS Graduate/GED | 1,246 | 36% |
| Some College | 809 | 24% |
| Other Postsecondary | 109 | 3% |
| Associate's Degree or Higher | 804 | 24% |
| No Info (17% of total) | 688 | na |

## PROGRAM ACTIVITIES AND SERVICES

| *Type of Training Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants Project-to-Date | 4,102 | 100% |
| Incumbent Worker | 2,622 | 64% |
| Pre-Employment (Unemployed/Underemployed) | 1,480 | 36% |

| *Projects by Industry* | *Number of Projects* | *Number of Workers* |
|---|---|---|
| Manufacturing | 4 | 1,843 |
| Healthcare | 4 | 369 |
| Skilled Trades | 2 | 483 |
| Travel/Tourism/Hospitality | 2 | 539 |
| Education | 1 | 185 |
| Renewable Energy | 1 | 476 |
| Financial Services | 1 | 207 |
| Totals | 15 | 4,102 |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**WORKFORCE INVESTMENT ACT (WIA) TITLE I LOW-INCOME YOUTH**

*State Agency Responsible for Program Administration:*
**COMMONWEALTH CORPORATION, with DWD's DIVISION OF CAREER SERVICES**

*Description of Program:*
Title I under the Workforce Investment Act (WIA) provides for comprehensive year round workforce development services for youth 14–21 years. Local grants are distributed by federal formula and are administered by local Workforce Investment Boards and Title I Fiscal Agents in sixteen workforce areas. Youth services are coordinated through the One-Stop Career Centers (OSCCs), in collaboration with more than 100 competitively procured service providers across the state.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 3,906 | Federal: Workforce Investment Act, Title I |
| Funding Level in FY2010 | $21,493,261 | Formula Funding: $16,421,929<br>ARRA Funding: $21,112,332* |
| Cost per Participant | $5,505 | *$5.1 million (25%) used for year round programs; balance of $16 million used for Summer Jobs. |

### FY2010 PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures: Older Youth (19-21)*** | | | ***Data for Calculation of Measure*** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program** | 268 |
| | 76% | 76% | Number Completed or Left Program | 302 |
| Employment Retention Rate* | Goal | Actual | Employed thru 3rd Quarter after Program** | 236 |
| | 80% | 82% | Number Employed after Program | 291 |
| Earnings Gain (Post vs. Pre)* | Goal | Actual | Post-Program Earnings (2nd & 3rd Quarters) | $6,612 |
| | $3,800 | $4,785 | Pre-Program Earnings (2nd & 3rd Quarters) | $2,046 |
| Attained Credential Rate | Goal | Actual | Attained Recognized Skills Credential | 241 |
| | 54% | 63% | Number Completed or Left Program | 380 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant | |
| | $9.62 | $8.80 | | |
| ***Performance Measures: Younger Youth (14-18)*** | | | ***Data for Calculation of Measure*** | |
| Positive Retention Rate* | Goal | Actual | In Job or Education 3 Quarters after Pgm** | 657 |
| | 69% | 68% | Number Completed or Left Program | 862 |
| Diploma Attainment Rate* | Goal | Actual | Number Attaining HS Diploma or GED | 556 |
| | 63% | 69% | Number Completed or Left Program | 766 |
| Skill Goal Attainment Rate* | Goal | Actual | Number of Skill Goals Attained | 2,857 |
| | 88% | 84% | Number of Skill Goals Established | 3,286 |
| Entered Employment Rate | Goal | Actual | Employed or Further Education after Program | 697 |
| | 70% | 70% | Number Completed or Left Program | 990 |
| Hourly Wage at Placement | Average | Median | Hourly Wage Reported by Employer/Participant | |
| | $8.87 | $8.20 | | |

* Federal USDOL Performance Measure ** Based on UI wage record matching or case management follow-up data.

# ANNUAL PERFORMANCE REPORT

## WORKFORCE INVESTMENT ACT (WIA) TITLE I LOW-INCOME YOUTH

## COMMONWEALTH CORPORATION with DWD's DIVISION OF CAREER SERVICES

Annual performance goals are negotiated with the U.S. Department of Labor as part of the annual planning process and consideration is given to general economic conditions, past performance, and incentives for continuous improvement. Massachusetts met or exceeded FY2010 negotiated state goals for all youth measures. For Older Youth, performance exceeded goal for the employment retention rate (102% of goal) and post-program earnings increase (126% of goal), and met the entered employment rate goal (100% of goal.) For Younger Youth, performance exceeded goal for the diploma attainment rate (110% of goal), and met the goals for positive retention in employment/education rate (98% of goal) and the skills goal attainment rate (95% of goal.) USDOL considers that a goal is met if actual performance level is at least 90% of the negotiated state goal.

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 3,906)

| *Gender* | *Count* | *Pct.* | *Other Barriers* | *Count* | *Pct.* |
|---|---|---|---|---|---|
| Female | 2,125 | 54% | Person with Disabilities | 1,079 | 28% |
| Male | 1,781 | 46% | Unemployed | 3,586 | 92% |
| *Race/Ethnicity* | *Count* | *Pct.* | Cash Welfare Recipient | 982 | 27% |
| Hispanic/Latino | 1,437 | 37% | Pregnant/Parenting | 566 | 15% |
| Asian/Pacific Islander | 135 | 4% | Basic Skills Deficient | 2,348 | 61% |
| African American | 700 | 18% | Offender | 205 | 6% |
| White | 1,326 | 34% | Foster Child | 172 | 5% |
| Other/Not Available | 308 | 8% | Primary Language Not English | 259 | 7% |
| *Age* | *Count* | *Pct.* | *Education* | *Count* | *Pct.* |
| 14 – 15 Years Old | 372 | 10% | High School Student | 1,655 | 42% |
| 16 – 18 Years Old | 2,438 | 62% | High School Dropout | 1,663 | 43% |
| 19 – 21 Years Old | 1,096 | 28% | HS Graduate/GED | 534 | 14% |
| | | | Some Post-Secondary | 54 | 1% |

### PROGRAM ACTIVITIES AND SERVICES (TOTAL = 3,906)

| *Type of Activity (non-add)* | *Count* | *Pct.* | *Type of Activity (non-add)* | *Count* | *Pct.* |
|---|---|---|---|---|---|
| Education Svcs & Tutoring | 2,512 | 64% | Occupational Skills Training | 1,725 | 44% |
| ABE & Alternative Education | 2,048 | 52% | Leadership & Community Svc | 1,850 | 47% |
| Summer Employment | 1,554 | 40% | Mentoring | 2,422 | 62% |
| Work Experience | 1,665 | 42% | Guidance and Counseling | 3,042 | 77% |

### PARTICIPANT CUSTOMER SATISFACTION SURVEYS

| Customer Satisfaction Score | Goal | Actual | American Customer Satisfaction Index (scale 0-100) |
|---|---|---|---|
| | 82.0 | 84.0 | |

| *Scale 10-1; 10=strongly agree; 1=strongly disagree* | *Average Score* |
|---|---|
| Overall Satisfaction with Services | 8.7 |
| Services Exceeded Expectations | 9.0 |
| Staff are professional and helpful | 9.2 |
| Teachers/trainers are helpful and supportive | 9.3 |
| Good content and quality of programs & training | 9.1 |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**ARRA: WIA YOUTH SUMMER EMPLOYMENT PROGRAM**

*State Agency Responsible for Program Administration:*

**COMMONWEALTH CORPORATION**

*Description of Program:*

The American Recovery and Reinvestment Act (ARRA) is the national economic stimulus package passed by congress in early 2009, and signed into law by President Obama on February 17, 2009. ARRA included funds appropriated by congress as a supplement to the WIA Title I Youth program. As such, ARRA programs were subject to the same laws and regulations as WIA Title I Youth program funds. The funds were administered using the same eligibility criteria, except that ARRA expanded the program to youth aged 14–24. During the Summer of 2009, local workforce investment boards, working through their fiscal agents and contracted youth service providers, spent about $16 million of the $21 million in available ARRA funds to operate a summer jobs program for eligible youth. Across the state, ARRA provided youth wages and related program support that created 6,807 jobs for youth. ARRA provided a significant, one-time increase in the level of resources available to support subsidized employment for youth. Funding levels for a federal summer jobs program were the highest in almost two decades, with the result that workforce boards were able to provide employment to many more youth than in recent summers.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Youth in Summer 2009 | 6,807 | Federal: Workforce Investment Act, Title I |
| Funding Level in Summer 2009 | $16,040,000 | ARRA Funding: $21,112,332* |
| Cost per Participant (state funds only) | $2,350 | *about $16 million used for Summer Jobs; balance of $5.1 million used for WIA year round program. |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measure (Summer 2009)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| Youth Served in Summer Job | Goal<br>6,500 | Actual<br>6,807 | Actual Service Level was 105% of Goal. |
| Summer Employment Completion Rate | | Actual<br>92% | Youth successfully completing their summer employment program. |
| Work Readiness Attainment Rate | Goal<br>80% | Actual<br>85% | 5,800 youth successfully attained their work readiness skill goal, based on an evaluation by the program or workplace supervisor of the proficiency achieved in the foundational and worksite-specific skills necessary for youth to be successful in the workplace. |

## ANNUAL PERFORMANCE REPORT

### ARRA: WIA YOUTH SUMMER EMPLOYMENT PROGRAM

### COMMONWEALTH CORPORATION

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 6,807)

| *Gender* | *Count* | *Pct.* | *Other Barriers* | *Count* | *Pct.* |
|---|---|---|---|---|---|
| Female | 3,124 | 46% | Person with Disabilities | 2,280 | 33% |
| Male | 3,683 | 54% | Public Assistance Recipient | 1,500 | 22% |
| *Race/Ethnicity* | *Count* | *Pct.* | Basic Skills Deficient | 1,973 | 29% |
| Hispanic/Latino | 2,425 | 36% | Pregnant/Parenting Teen | 440 | 6% |
| Asian/Pacific Islander | 242 | 4% | Out-of-School | 1,821 | 27% |
| African American | 1,423 | 21% | Court-involved/Offender | 451 | 7% |
| White | 2,545 | 37% | Homeless/Runaway/Foster Child | 800 | 12% |
| Other | 172 | 3% | | | |
| *Age Levels* | *Count* | *Pct.* | *Education* | *Count* | *Pct.* |
| 14-15 Years Old | 1,783 | 26% | High School Student | 4,779 | 70% |
| 16-18 Years Old | 3,564 | 52% | High School Dropout | 730 | 11% |
| 19-21 Years Old | 1,140 | 17% | HS Graduate/GED | 1,074 | 16% |
| 22-24 Years Old | 320 | 5% | Postsecondary Education | 224 | 3% |

### PROGRAM ACTIVITIES AND SERVICES (TOTAL = 6,807)

| *Type of Activity (non-add)* | *Count* | *Pct.* |
|---|---|---|
| Summer Employment | 6,807 | 100% |
| Leadership Development | 739 | 11% |
| Training/Vocational Exploration | 2,071 | 30% |
| Basic Education/Tutoring | 485 | 7% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**YOUTH WORKS – STATE SUMMER JOBS PROGRAM**

*State Agency Responsible for Program Administration:*

**COMMONWEALTH CORPORATION**

*Description of Program:*

YouthWorks provides funds from a state appropriation line item that communities use to pay wages to low-income, at-risk youth for summer jobs in the public or non-profit sector. YouthWorks is targeted to the twenty-five cities that exhibit the greatest incidence of juvenile detention and adjudication, cities where low-income youth are especially in need of access to summer job opportunities. Applications to operate local YouthWorks programs are submitted on a cooperative basis by the targeted cities and the local workforce investment board. Participation in this program is limited to low-income youth aged 14-21, with a priority for youth who demonstrate at least one additional risk factor (e.g., history of juvenile delinquency.) In addition to subsidized employment, services may include educational services, including English-as-a-Second Language, and employment and career counseling.

Communities receiving funding for Summer 2009: Boston, Brockton, Cambridge, Chelsea, Chicopee, Fall River, Fitchburg, Framingham, Gardner, Haverhill, Holyoke, Lawrence, Leominster, Lowell, Lynn, Malden, New Bedford, Pittsfield, Quincy, Randolph, Salem, Springfield, Taunton, Weymouth, and Worcester.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Youth in Summer 2009 | 4,224 | State FY2009 Line Item 7002-0012: $8,000,000 |
| Funding Level in Summer 2009 | $6,675,000 | Local Private Sector Match: $3.8 million |
| Cost per Participant (state funds only) | $1,580 | FY2009 funds supported Summer 2009 (FY2010) as well as a year-round program during FY2009. |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measure (Summer 2009)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| Youth Served in Summer Job | Goal<br>3,470 | Actual<br>4,224 | Actual Service Level was 122% of Goal. |
| Hourly Wage at Summer Job | Average<br>$8.03 | Minimum<br>$8.00 | Most youth were paid minimum hourly wage ($8.00). Total wages paid: $4.672 million. |
| Matching Funds Percentage | Goal<br>20% | Actual<br>60% | Grantees must provide at least 20% cash match from private sector commitments for additional wages. The minimum required local match was 20%, or $1,335,000 of program allocations of $6,675,000. Actual private sector match was $3,800,000, or 60% of program dollars, about three times the minimum required, |

Funding for the Summer 2009 program increased by 18% over the level for the Summer 2008 program. YouthWorks exceeded its private sector matching funds goal by 285% and its enrollment goal by 122%.

# ANNUAL PERFORMANCE REPORT

## YOUTH WORKS – STATE SUMMER JOBS PROGRAM

## COMMONWEALTH CORPORATION

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 4,224)

| *Gender (n=4,138)* | *Count* | *Pct.* |
|---|---|---|
| Female | 2,002 | 48% |
| Male | 2,136 | 52% |
| No Info (2% of total) | 86 | na |

| *Race/Ethnicity (n=3,425)* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino | 1,349 | 33% |
| Asian/Pacific Islander | 276 | 7% |
| African American | 1,739 | 42% |
| White | 618 | 15% |
| Other | 156 | 4% |
| No Info (2% of total) | 86 | na |

| *Age Levels (n=4,144)* | *Count* | *Pct.* |
|---|---|---|
| 14-15 Years Old | 677 | 16% |
| 16-18 Years Old | 2,707 | 65% |
| 19-21 Years Old | 760 | 18% |
| No Info (2% of total) | 80 | na |

| *Other Barriers (n=4,027)* | *Count* | *Pct.* |
|---|---|---|
| Person with Disabilities | 306 | 8% |
| Child of Single Working Parent | 1,951 | 48% |
| Aging out of Foster Care | 154 | 4% |
| Teen Parent | 145 | 4% |
| Poor academics or drop-out | 921 | 23% |
| Court-involved or delinquency | 167 | 4% |
| Homeless or a runaway | 148 | 4% |
| Limited English Skills | 235 | 6% |

| *Education (n=4,165)* | *Count* | *Pct.* |
|---|---|---|
| High/Middle School Student | 3,590 | 89% |
| High School Dropout | 77 | 2% |
| HS Graduate/GED | 255 | 3% |
| HS Grad in Post-Secondary | 137 | 3% |
| Enrolled in GED | 106 | 3% |
| No Info (1% of total) | 59 | na |

### PROGRAM ACTIVITIES AND SERVICES (TOTAL = 4,224)

| *Type of Summer Job (n=4,089)* | *Count* | *Pct.* |
|---|---|---|
| Child Care/Camp Counselor | 1,500 | 37% |
| Office Support/Clerical | 654 | 16% |
| Maintenance & Landscaping | 1,087 | 27% |
| Information Technology | 113 | 3% |
| Arts & Communications | 149 | 4% |
| Healthcare Related | 156 | 4% |
| Services and Retail | 134 | 3% |
| Other Jobs | 296 | 7% |
| No Info (3% of total) | 135 | na |

| *Sectors* | *Pct.* |
|---|---|
| Non-Profit Sector | 59% |
| Private Sector | 17% |
| Public Sector | 24% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**EMPLOYMENT SERVICES PROGRAM (ESP)**

*State Agency Responsible for Administration and Funding:*

**DEPT. OF TRANSITIONAL ASSISTANCE, CASH ASSISTANCE & FULL ENGAGEMENT**

*Description of Program:*
The Department of Transitional Assistance's (DTA) Cash Assistance and Full Engagement (CAFE) unit manages the Employment Services Program (ESP). ESP provides a range of services designed to support and assist all Transitional Aid to Families with Dependent Children (TAFDC) recipients in their efforts to transition from welfare to self-sufficiency. The goal is for all TAFDC families who are served through ESP activities to attain jobs that provide necessary benefits and result in economic stability.

## PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | | ***Data for Calculation of Measure*** |
|---|---|---|---|---|
| Entered Employments | Goal<br>9,996 | Actual<br>8,800 | Pct of Goal<br>88% | Recipients who have obtained a job and have retained the job for 30 days or longer. |
| Average Hourly Wage | Goal<br>$10.00 | Actual<br>$10.07 | Pct of Goal<br>101% | Average hourly wage for all job attainments at time of initial employment. |
| Employed at 90 Days | Goal<br>8,304 | Actual<br>8,648 | Pct of Goal<br>104% | Recipients who have obtained a job and are working at the same, subsequent or upgraded job 90 days after initial job start. |

Actual entered employments for 30 days reached 88% of the annual goal, the employment for 90 days reached 104% of the goal, and average hourly wage attained 100.7% of the target.

| FY2010 DTA ESP Employment by ESP Component Most Recently Participated in Before Entering Job | Recipients with Jobs Retained For 30 Days | Average Hourly Wage | Median Hourly Wage |
|---|---|---|---|
| ***Work Activities Total*** | **1,409** | **$10.22** | * |
| a. CIES Employment Ready | 442 | $10.30 | $9.62 |
| b. Employment Assistance | 453 | $10.30 | $9.62 |
| c. CIES Employment Supports | 356 | $10.07 | $9.50 |
| d. Supported Work | 158 | $10.07 | $9.50 |
| ***Community Service*** | **884** | **$9.70** | **$9.00** |
| ***Education & Training Total*** | **1,727** | **$9.98** | * |
| a. Basic Education | 271 | $9.05 | $9.00 |
| b. Postsecondary Education | 280 | $9.92 | $9.83 |
| c. Post Employment | 18 | $9.92 | $10.00 |
| d. Skills Training | 761 | $10.36 | $10.00 |
| e. CIES Employment Training & Educ. | 258 | $10.36 | $10.00 |
| f. CIES Enhanced Employment Supports | 54 | $9.32 | $8.62 |
| g. Young Parents Program | 85 | $9.06 | $8.35 |
| ***Employment (Direct)*** | **4,773** | **$10.13** | **$9.40** |

* The median values for the individual components are listed.

## ANNUAL PERFORMANCE REPORT

### EMPLOYMENT SERVICES PROGRAM (ESP)

### DEPT. OF TRANSITIONAL ASSISTANCE, CASH ASSISTANCE & FULL ENGAGEMENT

### ESP PARTICIPATION LEVELS (For the entire FY2010)

| ***Participants*** | | ***Funding Sources*** |
|---|---|---|
| TAFDC Caseload | 72,246 | The funding source for Work Activities and Education & Training totaled $21.9 million ($21,929,163), with $21 million ($20,979,163) in state appropriation funding and $950,000 in state appropriation funding through retained revenue. The funding data excludes Community Services and Direct Employment activities, however, the performance data --ESP employment and earnings totals—include both activities. |
| Total TAFDC Adults | 80,220 | |
| Work Required | 29,326 | |

### PARTICIPANT CHARACTERISTICS for TAFDC ADULTS (80,220 for the entire FY2010)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Male | 11,153 | 14% |
| Female | 69,067 | 86% |
| *Race/Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 27,123 | 34% |
| Asian/Pacific Islander | 2,190 | 3% |
| African American | 14,280 | 18% |
| White | 33,863 | 42% |
| Other/Not Available | 2,764 | 3% |
| *Other Barriers* | *Count* | *Pct.* |
| Persons with Disabilities | 19,199 | 24% |
| Primary Language Not English | 15,794 | 20% |
| Homeless | 5,643 | 7% |

| *Age* | *Count* | *Pct.* |
|---|---|---|
| 19 and under | 3,698 | 5% |
| 20 - 24 years | 17,583 | 22% |
| 25 - 34 years | 29,026 | 36% |
| 35 - 44 years | 17,188 | 21% |
| 45 - 54 years | 8,611 | 11% |
| 55 and above | 4,114 | 5% |
| *Education* | *Count* | *Pct.* |
| Less than HS Diploma | 33,582 | 42% |
| HS Diploma/GED | 34,218 | 43% |
| Some college | 8,649 | 11% |
| Completed 2-year college | 2,301 | 3% |
| Completed 4-year college | 1,470 | 2% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**VOCATIONAL REHABILITATION SERVICE PROGRAM**

*State Agency Responsible for Administration and Funding:*

**MASSACHUSETTS REHABILITATION COMMISSION**

*Description of Program:*

The Massachusetts Rehabilitation Commission (MRC) makes it possible for people with disabilities to live and work in their communities in Massachusetts. MRC provides Vocational Rehabilitation Services, Community Services, and Eligibility Determination for the Social Security Disability Insurance (SSDI) and the Supplemental Security Income (SSI) federal benefits programs. The Vocational Rehabilitation Services helps people with the most severe disabilities choose a career, become qualified for employment, and find and maintain employment. Services may include identifying job goals based on individual interests and aptitudes, providing funds for college and vocational training as necessary for qualification, job placement, and job coaching. Vocational Rehabilitation services can help reduce barriers to employment by assessing worksite accommodations, educating employers about the Americans with Disabilities Act, or about what it is like to hire a person with a disability. MRC assists people with long term disabilities and those individuals returning to work after adjusting to a new disabling condition.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 20,678 | Federal: Workforce Investment Act, Title IV<br>Rehabilitation Act Amendments of 1998<br>U.S. DOE, Rehabilitative Services Administration |
| Funding Level in FY2010 | $49,277,295 | FY2010 Funding Sources:<br>Federal: $37,200,642<br>State: $10,207,592<br>SSA Reimbursement: $1,869,061 (Federal) |
| Cost per Participant | $2,383 | |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | Goal | Actual | ***Data for Calculation of Measure*** |
|---|---|---|---|
| Entered Employment | 3,203 | 3,022 | Recipients who have obtained a job and have been retained for 90 days. (94.3% Goal) |
| Average Hourly Wage | $12.24 | $12.28 | Average hourly wage for all job attainments at time of initial employment. (100.3% of Goal) |
| Median Hourly Wage | $10.00 | $10.00 | Median hourly wage for all job attainments at time of initial employment. (100% of Goal) |
| Percent of Jobs with Employer Sponsored Health Insurance | 29% | 22% | Percent of all job attainments with employer sponsored health insurance. (75.9% of Goal) |
| Average Hours Per Week | 28 | 25.9 | Average number of hours to be worked for all retained jobs. (92.5% of Goal) |

MRC was 211 placements short of its employment goal as high unemployment rates remained a national concern. MRC met its goals for the average and median wages, which were greater than the national VR hourly wage. Given the economic downturn, full-time jobs with benefits were increasingly more difficult to find.

# ANNUAL PERFORMANCE REPORT

## VOCATIONAL REHABILITATION SERVICES PROGRAM

## MASSACHUSETTS REHABILITATION COMMISSION

## DEMOGRAPHICS AND CHARACTERISTICS OF ACTIVE CASES (TOTAL = 20,678)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 9,680 | 47% |
| Male | 10,998 | 53% |
| *Ethnicity* | *Count* | *Pct.* |
| Hispanic/Latino | 1,709 | 8% |
| *Race* | | |
| Asian/Pacific Islander | 634 | 3% |
| African American | 3,222 | 16% |
| White | 16,270 | 79% |
| More than One/Other | 552 | 2% |
| *Age* | *Count* | *Pct.* |
| Less than 22 Years Old | 5,870 | 28% |
| 22 – 34 Years Old | 4,785 | 23% |
| 35 – 44 Years Old | 4,065 | 20% |
| 45 – 54 Years Old | 4,260 | 21% |
| 55 Years & Older | 1,697 | 8% |
| Info Not Available | 1 | <1% |

| *Type of Disability* | *Count* | *Pct.* |
|---|---|---|
| Psychiatric Disabilities | 7,852 | 38% |
| Substance Abuse | 2,056 | 10% |
| Orthopedic | 2,280 | 11% |
| Learning Disabilities | 3,519 | 17% |
| Developmental/Cognitive | 602 | 3% |
| Hearing/Communications | 1,515 | 7% |
| Neurological | 396 | 2% |
| Traumatic Brain Injury | 412 | 2% |
| Other Disabilities | 2,046 | 10% |
| *Education* | *Count* | *Pct.* |
| Less than HS Diploma | 5,492 | 27% |
| HS Diploma/GED | 6,780 | 33% |
| Some Post-Secondary | 3,995 | 19% |
| College Graduate or Higher | 3,773 | 18% |
| Special Education | 617 | 3% |
| Info Not Available | 21 | 0.1% |

## PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity (non-add)* | *Count* | *Pct.* |
|---|---|---|
| Total Rehabilitants (Employed) | 3,022 | 100% |
| VR Counseling and Guidance | 2,904 | 96% |
| Diagnosis and Treatment | 2,266 | 75% |
| Job Placement Services | 2,198 | 73% |
| College/University Training | 819 | 27% |
| Occupational Skills Training | 267 | 9% |
| Assessment Services | 252 | 8% |
| Job Readiness | 580 | 19% |
| Transportation | 758 | 25% |
| Miscellaneous | 834 | 28% |

## HOURLY WAGE BY OCCUPATION

| *Occupation* | *Average* | *Count.* |
|---|---|---|
| Social Services | $14.12 | 400 |
| Health and Sciences | $15.85 | 323 |
| Business & Business Support | $12.61 | 500 |
| Services | $11.73 | 520 |
| Sales | $9.40 | 385 |
| Food & Entertainment | $10.59 | 324 |
| Production & Construction | $13.92 | 225 |
| Other | $12.14 | 269 |
| Total | $12.28 | 2,946 |
| Info Not Available | 3% | 76 |

| *Earnings* | *Average* | *Median* | |
|---|---|---|---|
| Estimated Yearly Income | $17,179 | $13,520 | Annualized earnings based on placement wages and hours |
| Average Increase in Income | $12,704 | $10,010 | Annualized earnings increase from wages/hours at intake |

## CUSTOMER SATISFACTION (REHABILITANTS)

| | | |
|---|---|---|
| Overall Satisfaction with Services | 86% | 86% of employed cases reported overall satisfaction with services. |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program:*

**VOCATIONAL REHABILITATION PROGRAM FOR THE BLIND**

*State Agency Responsible for Administration and Funding:*

**MASSACHUSETTS COMMISSION FOR THE BLIND**

*Description of Program:*

The Massachusetts Commission for the Blind provides a wide range of social and rehabilitation services to legally blind Massachusetts residents of all ages. Agency services may address a number of varied needs of individual blind persons. The agency's Vocational Rehabilitation Program is designed to provide vocational rehabilitation services to enable eligible legally blind individuals to obtain and maintain gainful employment. Services include consumer evaluation, education (including tuition, fees, & books), training, provision of adaptive equipment and use of assistive technology, information on job opportunities and job placement. This is an individualized, multi-year program of comprehensive services that typically lasts three years, but may last ten or more years.

### PARTICIPATION AND FUNDING

| ***Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Participants in FY2010 | 1,639 | Federal: Workforce Investment Act, Title IV Rehabilitation Act Amendments of 1998<br>U.S. Department of Education, Rehabilitative Services Administration |
| Funding Level in FY2010 | $10,193,396 | FY2010 Funding Sources:<br>Federal: $7,149,175<br>State: $3,044,221 |
| Cost per Participant | $6,220 | |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| | Goal | Actual | |
| Entered Employment | 110 | 139 | Rehabilitants who have obtained a job and are working at the same, subsequent or upgraded job 90 days after initial job start. 125% of Annual Goal |
| | Goal | Actual | |
| Number with Employer Sponsored Health Insurance | 57 | 64 | Type of Health Insurance Reported by Rehabilitant 46% of rehabilitants |
| | Goal | Actual | |
| Hourly Wage at Placement | $16.00 | $22.01 | Hourly Wage Reported by Rehabilitant 140% of Annual Goal |

Actual performance exceeded the annual goals for entered employment and average hourly wage.

## ANNUAL PERFORMANCE REPORT

### VOCATIONAL REHABILITATION PROGRAM FOR THE BLIND

### MASSACHUSETTS COMMISSION FOR THE BLIND

### REHABILITANT DEMOGRAPHICS AND CHARACTERISTICS (TOTAL = 139)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 61 | 44% |
| Male | 78 | 56% |

| *Race/Ethnicity* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino (any race) | 6 | 4% |
| Asian/Pacific Islander | 4 | 3% |
| African American | 17 | 12% |
| White | 118 | 85% |

| *Age* | *Count* | *Pct.* |
|---|---|---|
| 21 Years Old & Younger | 3 | 2% |
| 22 – 34 Years Old | 28 | 20% |
| 35 – 44 Years Old | 22 | 16% |
| 45 – 54 Years Old | 42 | 30% |
| 55 Years & Older | 44 | 32% |

| *Other* | *Count* | *Pct.* |
|---|---|---|
| Having Multiple Disabilities | 55 | 40% |
| SSDI Recipient | 30 | 22% |
| SSI Recipient | 10 | 7% |

| *Education* | *Count* | *Pct.* |
|---|---|---|
| Less than HS Diploma | 12 | 9% |
| Special Education | 21 | 15% |
| HS Graduate/Equivalent | 25 | 18% |
| Some Post-Secondary | 35 | 25% |
| Bachelor's Degree | 28 | 20% |
| Master's Degree or Higher | 39 | 28% |
| Info Not Available | 0 | 0% |

### CUSTOMER SATISFACTION (PARTICIPANTS)

| | | |
|---|---|---|
| Consumer Customer Satisfaction | 94% | 94% of MCB consumers reported overall satisfaction with services in most recent Consumer Satisfaction Survey (FY2009). |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**ADULT BASIC EDUCATION/ENGLISH for SPEAKERS of OTHER LANGUAGES (ABE/ESOL)**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION,**
**ADULT AND COMMUNITY LEARNING SERVICES**

*Description of Program*

The Department of Elementary and Secondary Education's (DESE) Adult and Community Learning Services (ACLS) unit manages state and federal funds to provide basic educational services in two major areas: 1) Adult Basic Education (ABE), basic literacy through General Education Development (GED) or alternative high school diploma; and 2) English for Speakers of Other Languages (ESOL), from native language literacy through English language fluency. DESE contracts with about 200 education providers, including local education authorities (LEAs), community and state colleges, libraries, non-profit organizations/community based organizations (CBOs), correctional facilities, and others to provide services at the local level.

### PARTICIPATION AND FUNDING LEVELS

| ***Participants and Funding Levels*** | | ***Primary Funding Sources*** |
|---|---|---|
| Number of Participants in FY2010 | 20,372 | Federal: WIA Title II through USDOE, Adult Education and Family Literacy Act (AEFLA) |
| Funding Level in FY2010 | $32,041,195 | Federal AEFLA: $8,330,989 |
| Cost per Participant | $1,573 | State Funds: $23,710,206 |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures*** (FY2010) | | | ***Data for Calculation of Measure***** | |
|---|---|---|---|---|
| Entered Employment Rate* | Goal | Actual | Employed in 1st Quarter after Program | 343 |
| | 35% | 19% | Number Surveyed or Data Matched | 1,788 |
| Employment Retention Rate* | Goal | Actual | Employed through 3rd Quarter after Program | 139 |
| | 30% | 47% | Number Surveyed or Data Matched | 295 |
| ABE Skills Improvement* | Goal | Actual | Completed One+ Level of Instruction | 1,755 |
| | 28% | 28% | Number Enrolled in 5 ABE levels | 7,034 |
| ESOL Skills Improvement* | Goal | Actual | Completed One+ Level of Instruction | 5,356 |
| | 46% | 47% | Number Enrolled in ESOL Levels | 12,264 |
| High School Completion* | Goal | Actual | Earned High School Diploma or GED | 1,274 |
| | 68% | 74% | Number Data Matched | 1,714 |
| Entered Postsecondary Educ* | Goal | Actual | Entered Postsecondary Education/Training | 180 |
| | 45% | 57% | Number Surveyed or Data Matched | 314 |

* Federal USDOE Performance Measure **Definitions of performance measures on second page.

FY2010 Review: The performance target for Skill Improvement: ESOL Level Completions was exceeded by 2%; Retained Employment performance target was exceeded by 25%; High School Completion target was exceeded by 6%; and the target for Entered Postsecondary Education or Training was exceeded by 12%.

# ANNUAL PERFORMANCE REPORT

## ADULT BASIC EDUCATION/ENGLISH for SPEAKERS of OTHER LANGUAGES (ABE/ESOL)

## ADULT AND COMMUNITY LEARNING SERVICES (DESE)

### PARTICIPANT DEMOGRAPHICS AND OTHER CHARACTERISTICS (TOTAL = 20,372)

| *Gender* | *Count* | *Pct.* | *Other Barriers* | *Count* | *Pct.* |
|---|---|---|---|---|---|
| Female | 12,400 | 61% | Person with Disabilities | 826 | 4% |
| Male | 7,972 | 39% | Unemployed (on entry) | 5,584 | 27% |
| *Race/Ethnicity* | *Count* | *Pct.* | Not in Labor Force (on entry) | 5,451 | 27% |
| Hispanic/Latino | 5,698 | 28% | Employed (on entry) | 9,337 | 46% |
| Asian/Pacific Islander | 2,690 | 13% | On Public Assistance | 6,217 | 31% |
| African American | 4,377 | 22% | Single Parent | 3,871 | 19% |
| White | 7,316 | 36% | In Correctional Facilities | 1,427 | 7% |
| American Indian | 291 | 1% | | | |
| *Age* | *Count* | *Pct.* | ABE Beginning (0-3.9)* | 804 | 4% |
| 16 – 18 Years Old | 776 | 4% | ABE Intermediate (4.0-8.9)* | 4,009 | 20% |
| 19 – 24 Years Old | 3,379 | 16% | Adult Secondary (9.0-12.0)* | 3,295 | 16% |
| 25 – 34 Years Old | 5,567 | 27% | ESL Beginning | 5,082 | 25% |
| 35 – 44 Years Old | 5,048 | 25% | ESL Intermediate | 6,139 | 30% |
| 45 – 59 Years Old | 4,466 | 22% | ESL Advanced | 1,043 | 5% |
| 60 Years & Older | 1,136 | 6% | **Grade level equivalents for Adult Basic Education* | | |

### PROGRAM ACTIVITIES AND SERVICES

| *Type of Activity* | *Count* | *Pct.* |
|---|---|---|
| Total Participants | 20,372 | 100% |
| Adult Basic Education | 4,813 | 24% |
| Adult Secondary Education | 3,295 | 16% |
| English as a Second Language | 12,264 | 60% |

### US DEPARTMENT OF EDUCATION DEFINITIONS OF PERFORMANCE MEASURES

| | |
|---|---|
| Entered Employment Rate: | Unemployed adults with an employment goal who were employed by the end of the 1st quarter after leaving program. (Matching against UI wage records and/or through the use of follow-up surveys.) |
| Employment Retention Rate: | Employed adults with goal of employment retention, and unemployed adults who entered employment, who were employed in the 3rd quarter after leaving program. (UI wage records and/or follow-up surveys.) |
| Adult Basic Education Skills Improvement: | Adults who acquired basic skills needed to complete one or more levels of instruction in which they were initially enrolled, based on a hierarchy of five instructional levels. Excludes Adult Secondary-High (GLE 11.0+) |
| ESOL English Literacy Skills Improvement: | Adults in ESOL programs who acquired English language skills needed to complete one or more levels of instruction in which they were initially enrolled, based on a hierarchy of six instructional levels. |
| High School Completion: | Adults with a high school completion goal who earned a high school diploma or GED after leaving the program. |
| Entered Postsecondary Education or Training: | Adults with a goal to continue education who entered postsecondary education or training after leaving the program. |

## PERFORMANCE ACCOUNTABILITY TASK FORCE PROGRAM REPORT

*Workforce Development Program Name*

**SCHOOL TO CAREER CONNECTING ACTIVITIES**

*State Agency Responsible for Program Administration*

**DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION**

*Description of Program*

Connecting Activities is a Department of Elementary and Secondary Education led initiative designed to drive and sustain the statewide school-to-career system for youth across the Commonwealth. Working in partnership with the Executive Office of Labor and Workforce Development, it establishes public-private partnerships through the 16 local workforce investment boards to connect schools and businesses to provide structured work-based learning experiences for students which support both academic and workplace skill acquisition. Through Connecting Activities, students achieve more learning hours by extending the classroom to the workplace while providing them an opportunity to develop strong employability skills on the job. Connecting Activities provides funds to hire both school-based Career Specialists to prepare students for employment with companies and Employer Outreach Specialists to recruit companies to employ participating students. Priority "work and learning" services were given to those students who scored in MCAS Levels 1 (Failing) and 2 (Needs Improvement) to help raise student achievement and provide academic rigor with workplace relevance.

### PARTICIPATION AND FUNDING

| ***FY2010 Participants and Funding Levels*** | | ***Primary Funding Source*** |
|---|---|---|
| Number of Students in Internships | 11,033 | State FY2010 Budget: $2,000,000* |
| FY2010 Funding Level | $2,000,000 | ***Decrease of $2,129,687 from FY2009** |
| Cost per Student (state funds only) | $181 | |

### PROGRAM RESULTS AND OUTCOMES

| ***FY2010 Performance Measures – Goal/Outcome*** | | | ***Performance Outcomes Summary*** |
|---|---|---|---|
| Student Placements in Brokered Internships | Goal | Outcome | Exceeded student placement goal by 48.1% (Increased placement outcomes due to infusion of ARRA and YouthWorks funds in FY2010) |
| | 7,452 | 11,033 | |
| Participating Employers | Goal | Outcome | Exceeded employer participation goal by 9% |
| | 3,555 | 3,876 | |
| Employer Paid Wages for Internships (millions) | Goal | Outcome | 700% match in wages for students from private sector employers **(200% match required by law)* |
| | N/A | $14.8 | |
| Student Job Shadows | Goal | Outcome | |
| | N/A | 5,692 | |
| Teacher Externships | Goal | Outcome | |
| | N/A | 75 | |

| PERFORMANCE ACCOUNTABILITY TASK FORCE PROGRAM REPORT | | | |
|---|---|---|---|
| **SCHOOL TO CAREER CONNECTING ACTIVITIES** | | | |
| **DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION** | | | |
| **CHARACTERISTICS OF STUDENT INTERNSHIPS (TOTAL = 11,033)** | | | |
| *Work-Based Learning Level* | *Count* | *Pct.* | *Goal for Level* |
| Level C: Integrated Work and Learning, with Work-Based Learning Plan for Academic Remediation & MCAS Prep. | 661 | 6% | To support students who scored in MCAS Level 1 (Failing/Warning) or participated in alternative assessment. |
| Level B: Targeted Work and Learning Placement, with Work-Based Learning Plan for Career and/or Academic Dev. | 1,623 | 15% | To support students who scored in MCAS Level 1 (Failing/Warning) and MCAS Level 2 (Needs Improvement) or with alternative assessments. |
| Level A: Work and Learning Placement, with or without Work-Based Learning Plan | 8,749 | 79% | To support all students with structured internship, with providers encouraged to develop work-based learning plans whenever possible. |
| **MA Work-Based Learning Plans* | *Count* | *Pct.* | *The MA WBL Plan is a diagnostic, goal-setting and performance-based assessment tool designed to drive learning and productivity on the job/internship. |
| Students with MA WBL Plan | 7,750 | 70% | |
| Students without MA WBL Plan | 3,283 | 30% | |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**COMMUNITY COLLEGES – STATEWIDE SUMMARY**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF HIGHER EDUCATION (DHE)**

*Description of Program*

The Community College segment of the Massachusetts public higher education system includes 15 colleges: Berkshire; Bristol; Bunker Hill; Cape Cod; Greenfield; Holyoke; Massachusetts Bay; Massasoit; Middlesex; Mount Wachusett; North Shore; Northern Essex; Quinsigamond; Roxbury; and Springfield Technical.

### PARTICIPATION AND FUNDING

| ***FY2010 Student Levels*** | | ***FY2010 Primary Funding Sources*** |
|---|---|---|
| Fall 2009 Enrollment Headcount (Single count for peak entry time.) | 98,067 | State Appropriation (Adjusted): $188,150,793<br>ARRA State Fiscal Stabilization Fund: $56,204,400<br><br>In addition to state support, revenues include student tuition & fees, contracts/grants and other income. |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| FY10 Certificates/Degrees | | Total | Certificates and Associate's Degree awarded during FY2010 (2009-2010 school year.) |
| Certificate | | 2,770 | |
| Associate's Degree | | 9,257 | Number of awards increased over FY2009 levels for both Certificates (2,587) and Associate's Degrees (8,549.) |
| Total Awards | | 12,027 | |
| First-Year Persistence Rate* | Fall 2007 Cohort<br>57.7% | Fall 2008 Cohort<br>59.6% | Students retained at their original institution in fall 2009; the rate has increased 3.1points over the last three years. (64.3% continue next year at same or other institution; 4.8% enrolled at a different institution in fall 2009.) |
| Credit Course Completion Rate* | Goal<br>75% | FY2009<br>76.7% | Percent of students enrolled in credit courses that successfully completed the courses and earned the credits. All 15 colleges had rates that were comparable to or higher than the target rate of 75%. |
| Nursing Exam Pass Rate* | Goal<br>85% | FY2009<br>87.0% | Percentage of Students Passing the National Nursing Licensure Examination (946 passed exam).<br>Eleven of the 15 colleges had pass rates comparable to or above the target pass rate of 85%. |
| Five Year Overall Success Rate* | | Fall 2003 Cohort<br>73.2% | This was second year of new indicator that measures students who have earned degree/certificate (39.2%), transferred to another institution (15.1%), earned 30+ credits (17.6%), or are still enrolled after 5 years (1.3%.) |
| * These measures are based on data from *2009-2010 Performance Measurement Report* (DHE March 2010.) | | | |
| Employment & Earnings – Not Available | | | Data on the post-graduation employment and earnings of students are not available; there was no uniform system for collecting such follow-up information. |

# ANNUAL PERFORMANCE REPORT

## COMMUNITY COLLEGES – STATEWIDE SUMMARY

### DEMOGRAPHICS AND CHARACTERISTICS FOR FALL 2009 HEADCOUNT (Total = 98,067)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 57,885 | 59% |
| Male | 40,044 | 41% |
| Info Not Available | 138 | <1% |
| *Age* | *Count* | *Pct.* |
| Under 20 Years Old | 23,782 | 24% |
| 20 – 24 Years Old | 34,362 | 35% |
| 25 – 34 Years Old | 21,433 | 22% |
| 35 – 44 Years Old | 10,327 | 11% |
| 45 – 54 Years Old | 6,063 | 6% |
| 55 Years & Older | 1,736 | 2% |
| Info Not Available | 364 | <1% |

| *Race/Ethnicity* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino | 12,289 | 14% |
| Asian/Pacific Islander | 4032 | 5% |
| Black/African American | 11181 | 13% |
| American Indian | 448 | 1% |
| White | 61,138 | 69% |
| Other/Unknown (9% of total) | 8,979 | na |
| *Residency* | *Count* | *Pct.* |
| In-State Resident | 94,230 | 96% |
| Out-of-State | 3,363 | 3% |
| Foreign | 214 | <1% |
| Info Not Available | 260 | <1% |

### FALL 2009 ENROLLMENT & FY2010 AWARDS, BY PROGRAM OF INSTRUCTION (CIP)

| *CIP* | *Program of Instruction (*Top Ten # of Awards)* | *Enrollments* | | *Degrees/Certificates* | |
|---|---|---|---|---|---|
| | | *Count* | *Adj. Pct.* | *Count* | *Pct.* |
| -- | Unknown Major at Enrollment (12.1% of 98,067) | 11,877 | na | na | na |
| ** | Total (Adjusted Enrollment Total with Majors) | 86,190 | 100.0% | 11,136 | 100.0% |
| 01 | Agriculture, Agriculture Operations, & Related Sciences | 263 | 0.3% | 39 | 0.3% |
| 03 | Natural Resources And Conservation | 267 | 0.3% | 42 | 0.3% |
| 09 | Communication and Journalism | 407 | 0.5% | 41 | 0.3% |
| 10 | Communications Technologies/Technicians | 215 | 0.2% | 40 | 0.3% |
| **11** | **Computer And Information Sciences*** | **3,166** | **3.7%** | **416** | **3.5%** |
| **12** | **Personal And Culinary Services*** | **585** | **0.7%** | **186** | **1.5%** |
| **13** | **Education*** | **4,583** | **5.3%** | **382** | **3.2%** |
| 14 | Engineering | 769 | 0.9% | 57 | 0.5% |
| **15** | **Engineering Technologies/Technicians*** | **3,153** | **3.7%** | **578** | **4.8%** |
| 16 | Foreign Languages, Literatures, And Linguistics | 150 | 0.2% | 11 | 0.1% |
| 19 | Family, Consumer, and Human Sciences | 1,147 | 1.3% | 178 | 1.5% |
| 22 | Legal Professions and Studies | 587 | 0.7% | 161 | 1.3% |
| 23 | English Language and Literature. | 226 | 0.3% | 20 | 0.2% |
| **24** | **Liberal Arts And Sciences, General Studies*** | **31,979** | **37.1%** | **2,635** | **21.9%** |
| 26 | Biological And Biomedical Sciences | 743 | 0.9% | 117 | 1.0% |
| 30 | Multi/Interdisciplinary Studies | 493 | 0.6% | 54 | 0.4% |
| 31 | Parks, Recreation, Leisure And Fitness Studies | 312 | 0.4% | 51 | 0.4% |
| 41 | Science Technologies/Technicians | 290 | 0.3% | 32 | 0.3% |
| 42 | Psychology | 386 | 0.4% | 41 | 0.3% |
| **43** | **Security And Protective Services*** | **6,562** | **7.6%** | **1,128** | **9.4%** |
| **44** | **Public Administration & Social Service Professions*** | **1,280** | **1.5%** | **253** | **2.1%** |
| 47 | Mechanic And Repair Technologies/Technicians | 220 | 0.3% | 70 | 0.6% |
| **50** | **Visual And Performing Arts*** | **2,207** | **2.6%** | **246** | **2.0%** |
| **51** | **Health Professions And Related Clinical Sciences*** | **13,550** | **15.7%** | **3,320** | **27.6%** |
| **52** | **Business, Management, Marketing, & Related*** | **11,717** | **13.6%** | **1,874** | **15.6%** |
| 54 | History | 151 | 0.2% | 13 | 0.1% |
| -- | Programs with less than 10 Degrees/Certificates | 782 | 0.9% | 42 | 0.3% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**STATE UNIVERSITY SYSTEM (STATE COLLEGES) – STATEWIDE SUMMARY**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF HIGHER EDUCATION (DHE)**

*Description of Program*

The State University segment of the Massachusetts public higher education system includes 9 colleges: Bridgewater; Fitchburg; Framingham; Massachusetts College of Art and Design (Boston); Massachusetts College of Liberal Arts (North Adams); Massachusetts Maritime Academy (Buzzards Bay); Salem; Westfield; and Worcester.

### PARTICIPATION AND FUNDING

***FY2010 Student Levels***

| | |
|---|---|
| Fall 2009 Enrollment Headcount | 50,751 |
| - Undergraduate (single count) | 39,610 |
| - Graduate (single count) | 11,141 |

***FY2010 Primary Funding Sources***

State Appropriation (Adjusted): $171,387,324
ARRA State Fiscal Stabilization Fund: $51,178,000

In addition to state support, revenues include student tuition & fees, contracts/grants and other income.

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| FY10 Certificates/Degrees | | Total | Certificates, Bachelor and Advanced Degrees awarded during FY2010 (2009-2010 school year.)<br><br>Number of awards increased over FY2009 levels for both Bachelor's (6,621) and Master's/Other Degrees (2,908.) |
| Certificate | | 40 | |
| Bachelor | | 6,886 | |
| Master/Other Post-Bacc. | | 2,999 | |
| Total Awards | | 9,925 | |
| First-Year Retention Rate* | Fall 2007 Cohort<br>75.2% | Fall 2008 Cohort<br>76.2% | Percentage of First-Time, Full-Time Degree Seekers returning in the next year to the same institution. The rate compares well to the national average of 74.1%. |
| Six-Year Graduation Rate* | 1998-2002 3 Year Avg<br>47.2% | 2002 Cohort<br>50.7% | Percentage of First-Time, Full-Time Degree Seekers Graduating within 6 Years. State colleges have achieved goal of raising graduation rate to 50% within five years; 2002 Cohort rate is 5.2 points higher than the 1997 cohort. |
| MTEL Exam Pass Rate* | Goal<br>80% | 2008<br>99% | Percentage of students passing the MA Test for Educator Licensure (1,138 passed exam.) All eight colleges had pass rates above target (excluding Maritime Academy which does not have teacher educator program.) |

* These measures are based on data from *2009-2010 Performance Measurement Report* (DHE March 2010.)

| | |
|---|---|
| Employment & Earnings – Not Available | Data on the post-graduation employment and earnings of students are not available; there was no uniform system for collecting such follow-up information. |

# ANNUAL PERFORMANCE REPORT

## STATE COLLEGES – STATEWIDE SUMMARY

### DEMOGRAPHICS AND CHARACTERISTICS FOR FALL 2009 HEADCOUNT (TOTAL = 50,751)

| *Gender* | *Count* | *Pct.* |
|---|---|---|
| Female | 31,022 | 62% |
| Male | 19,375 | 38% |
| Info Not Available | 354 | <1% |

| *Age* | *Count* | *Pct.* |
|---|---|---|
| Under 20 Years Old | 11,390 | 22% |
| 20 – 24 Years Old | 22,414 | 44% |
| 25 – 34 Years Old | 8,727 | 17% |
| 35 – 44 Years Old | 3,769 | 7% |
| 45 – 54 Years Old | 2,924 | 6% |
| 55 Years & Older | 1,104 | 2% |
| Info Not Available | 423 | 1% |

| *Race/Ethnicity* | *Count* | *Pct.* |
|---|---|---|
| Hispanic/Latino | 2,020 | 4% |
| Asian/Pacific Islander | 1043 | 2% |
| Black/African American | 2498 | 5% |
| American Indian | 170 | <1% |
| White | 40,397 | 88% |
| Other/Unknown (9% of total) | 4,623 | na |

| *Residency* | *Count* | *Pct.* |
|---|---|---|
| In-State Resident | 46,373 | 91% |
| Out-of-State | 3,756 | 7% |
| Foreign | 320 | 1% |
| Info Not Available | 302 | 1% |

### FALL 2009 ENROLLMENT & FY2010 AWARDS, BY PROGRAM OF INSTRUCTION (CIP)

| *CIP* | *Program of Instruction (*Top Ten # of Awards)* | *Enrollments* | | *Degrees/Certificates* | |
|---|---|---|---|---|---|
| | | *Count* | *Adj. Pct.* | *Count* | *Pct.* |
| -- | Unknown Major at Enrollment (17.3% of 50,751) | 8,765 | na | na | na |
| ** | Total (Adjusted Enrollment Total with Majors) | 41,986 | 100.0% | 9,925 | 100.0% |
| 03 | Natural Resources And Conservation | 209 | 0.5% | 49 | 0.5% |
| 04 | Architecture | 187 | 0.4% | 38 | 0.4% |
| **09** | **Communication and Journalism*** | **1,345** | **3.2%** | **322** | **3.2%** |
| 10 | Communications Technologies/Technicians | 214 | 0.5% | 59 | 0.6% |
| 11 | Computer and Information Sciences | 754 | 1.8% | 145 | 1.5% |
| **13** | **Education*** | **8,272** | **19.7%** | **2,718** | **27.4%** |
| 14 | Engineering | 406 | 1.0% | 85 | 0.9% |
| 15 | Engineering Technologies/Technicians | 208 | 0.5% | 50 | 0.5% |
| 16 | Foreign Languages, Literatures, And Linguistics | 135 | 0.3% | 27 | 0.3% |
| 19 | Family, Consumer, and Human Sciences | 429 | 1.0% | 88 | 0.9% |
| **23** | **English Language and Literature*** | **1,527** | **3.6%** | **359** | **3.6%** |
| 24 | Liberal Arts and Sciences, General Studies | 2,038 | 4.9% | 168 | 1.7% |
| 26 | Biological and Biomedical Sciences | 1,611 | 3.8% | 219 | 2.2% |
| 27 | Mathematics and Statistics | 452 | 1.1% | 93 | 0.9% |
| 30 | Multi/Interdisciplinary Studies | 546 | 1.3% | 29 | 0.3% |
| 31 | Parks, Recreation, Leisure, and Fitness | 936 | 2.2% | 175 | 1.8% |
| 38 | Philosophy | 36 | 0.1% | 13 | 0.1% |
| 40 | Physical Sciences | 491 | 1.2% | 86 | 0.9% |
| **42** | **Psychology*** | **2,601** | **6.2%** | **720** | **7.3%** |
| **43** | **Security and Protective Services*** | **3,003** | **7.2%** | **665** | **6.7%** |
| 44 | Public Administration & Social Services | 1,014 | 2.4% | 281 | 2.8% |
| **45** | **Social Sciences*** | **1,402** | **3.3%** | **349** | **3.5%** |
| 49 | Transportation | 375 | 0.9% | 76 | 0.8% |
| **50** | **Visual and Performing Arts*** | **3,476** | **8.3%** | **704** | **7.1%** |
| **51** | **Health Professions and Related Clinical Sciences*** | **2,965** | **7.1%** | **665** | **6.7%** |
| **52** | **Business, Management, Marketing & Related*** | **6,021** | **14.3%** | **1,444** | **14.5%** |
| **54** | **History*** | **1,290** | **3.1%** | **295** | **3.0%** |
| -- | Programs with less than 10 Certificates/Degrees | 43 | 0.1% | 3 | 0.0% |

## ANNUAL PERFORMANCE REPORT

*Workforce Development Program Name*

**UNIVERSITY OF MASSACHUSETTS – STATEWIDE SUMMARY**

*State Agency Responsible for Administration and Funding*

**DEPARTMENT OF HIGHER EDUCATION (DHE)**

*Description of Program*

The University of Massachusetts segment of the Massachusetts public higher education system includes 5 campuses: Amherst; Boston; Dartmouth; Lowell; and Worcester - Medical School.

### PARTICIPATION AND FUNDING

| ***FY2010 Student Levels*** | | ***FY2010 Primary Funding Sources*** |
|---|---|---|
| Fall 2009 Enrollment Headcount | 65,923 | State Appropriation (Adjusted): $379,900,504<br>ARRA State Fiscal Stabilization Fund: $122,888,300 |
| - Undergraduate (single count) | 50,444 | |
| - Graduate (single count) | 15,479 | In addition to state support, revenues include student tuition & fees, contracts/grants and other income. |

### PROGRAM RESULTS AND OUTCOMES

| ***Performance Measures (FY2010)*** | | | ***Data for Calculation of Measure*** |
|---|---|---|---|
| FY10 Certificates/Degrees | | Total | Certificates/Associate, Bachelor and Advanced Degrees awarded during FY2010 (2009-2010 school year.)<br><br>Number of awards increased over FY2009 levels for both Bachelor (8,763) and Advanced Degrees (3,725.) |
| Associate/Certificate | | 361 | |
| Bachelor | | 9,362 | |
| Advanced | | 4,233 | |
| Total | | 13,956 | |
| Freshman One Year Retention Rate* | Fall 2007 Cohort | Fall 2008 Cohort | Percentage of First-Time, Full-Time Degree Seekers Returning in the Next Year to the Same Institution. |
| | 81% | 82% | |
| Freshman Six Year Graduation Rate* | Fall 2002 Cohort | Fall 2003 Cohort | Percentage of First-Time, Full-Time Degree Seekers Graduating within 6 Years. |
| | 58% | 58% | |
| Nursing Exam Pass Rate** | 2008 | 2009 | Percentage of First Time Candidates Passing the National Nursing Licensure Examination (436 passed exam). |
| | 86% | 92% | |

* These measures are based on data from *Fall 2009 Student Profile* (University of Massachusetts, Office of Institutional Research, March 2010.)
** Massachusetts Board of Registration in Nursing, *Performance Summary for Mass. Nursing Education Programs*

| | |
|---|---|
| Employment & Earnings – Not Available | Data on the post-graduation employment and earnings of students are not available; there was no uniform system for collecting such follow-up information. |

## ANNUAL PERFORMANCE REPORT

### UNIVERSITY OF MASSACHUSETTS – STATEWIDE SUMMARY

### DEMOGRAPHICS/CHARACTERISTICS FOR FALL 2009 (TOTAL = 64,832, excl. Medical School)

| *Gender* | *Count* | *Pct.* | *Race/Ethnicity* | *Count* | *Pct.* |
|---|---|---|---|---|---|
| Female | 32,673 | 50% | Hispanic/Latino | 3,319 | 6% |
| Male | 32,159 | 50% | Asian/Pacific Islander | 4944 | 9% |
| Info Not Available | 0 | 0% | Black/African American | 4882 | 9% |
| *Age* | *Count* | *Pct.* | American Indian | 252 | <1% |
| Under 20 Years Old | 14,360 | 22% | White | 43,046 | 76% |
| 20 – 24 Years Old | 29,012 | 45% | Other/Unknown (13% of total) | 8,389 | na |
| 25 – 34 Years Old | 13,137 | 20% | *Residency* | *Count* | *Pct.* |
| 35 – 44 Years Old | 4,586 | 7% | In-State Resident | 52,682 | 81% |
| 45 – 54 Years Old | 2,797 | 4% | Out-of-State | 9,247 | 14% |
| 55 Years & Older | 914 | 1% | Foreign | 1,862 | 3% |
| Info Not Available | 26 | <1% | Info Not Available | 1,041 | 2% |

### FALL 2009 ENROLLMENT & FY2010 AWARDS, BY PROGRAM OF INSTRUCTION (CIP)

| *CIP* | *Program of Instruction (*Top Ten # of Awards)* | *Enrollments* | | *Degrees/Certificates* | |
|---|---|---|---|---|---|
| | | *Count* | *Adj. Pct.* | *Count* | *Pct.* |
| -- | Unknown Major at Enrollment (7.2% of 64,832) | 4,680 | na | na | na |
| ** | Total (Adjusted Enrollment Total with Majors) | 60,152 | 100.0% | 13,741 | 100.0% |
| 01 | Agriculture and Related Sciences | 1,081 | 1.8% | 279 | 2.0% |
| 03 | Natural Resources and Conservation | 565 | 0.9% | 122 | 0.9% |
| 04 | Architecture | 303 | 0.5% | 115 | 0.8% |
| 05 | Area, Ethnic Studies | 231 | 0.4% | 106 | 0.8% |
| 09 | Communication and Journalism | 1,162 | 1.9% | 379 | 2.8% |
| 11 | Computer and Information Sciences | 2,045 | 3.4% | 436 | 3.2% |
| **13** | **Education*** | **3,166** | **5.3%** | **993** | **7.2%** |
| **14** | **Engineering*** | **4,878** | **8.1%** | **930** | **6.8%** |
| 15 | Engineering Technologies/Technicians | 229 | 0.4% | 68 | 0.5% |
| 16 | Foreign Languages, Literatures, And Linguistics | 1,065 | 1.8% | 251 | 1.8% |
| 19 | Family, Consumer, and Human Sciences | 156 | 0.3% | 35 | 0.3% |
| 22 | Legal Studies | 344 | 0.6% | 113 | 0.8% |
| **23** | **English Language and Literature*** | **1,980** | **3.3%** | **451** | **3.3%** |
| 24 | Liberal Arts and Sciences, General Studies | 6,715 | 11.2% | 250 | 1.8% |
| **26** | **Biological and Biomedical Sciences*** | **3,817** | **6.3%** | **729** | **5.3%** |
| 27 | Mathematics and Statistics | 602 | 1.0% | 154 | 1.1% |
| 30 | Multi/Interdisciplinary Studies | 860 | 1.4% | 276 | 2.0% |
| 31 | Parks, Recreation, Leisure, and Fitness | 407 | 0.7% | 125 | 0.9% |
| 38 | Philosophy | 301 | 0.5% | 68 | 0.5% |
| 40 | Physical Sciences | 1,487 | 2.5% | 276 | 2.0% |
| **42** | **Psychology*** | **3,786** | **6.3%** | **990** | **7.2%** |
| **43** | **Security and Protective Services*** | **1,737** | **2.9%** | **570** | **4.1%** |
| 44 | Public Administration & Social Services | 389 | 0.6% | 164 | 1.2% |
| **45** | **Social Sciences*** | **3,867** | **6.4%** | **1,083** | **7.9%** |
| 46 | Construction Trades | 0 | 0.0% | 31 | 0.2% |
| **50** | **Visual and Performing Arts*** | **2,335** | **3.9%** | **484** | **3.5%** |
| **51** | **Health Professions and Related Clinical Sciences*** | **5,037** | **8.4%** | **1,239** | **9.0%** |
| **52** | **Business, Management, Marketing & Related*** | **10,495** | **17.4%** | **2,721** | **19.8%** |
| 54 | History | 1,112 | 1.8% | 303 | 2.2% |

**Initial Inventory of "Job Creation" Tools:**

*State Business Team - Massachusetts Office of Business Development:*
Massachusetts Office of Business Development (MOBD) provides services through regional offices across the Commonwealth, helping companies navigate and access the technical, human, financial, training, educational, and site finding resources necessary to expand or locate in Massachusetts.

There are **6 regional representatives** ready to work with businesses looking to start up, expand or locate in the state. These representatives work with a company to determine the best possible federal, state, local and private resources that fit the company's needs. This network is the key method to connect businesses to job growth tools in MA. A list of STATE resources available is below.

**Regional Contacts:**

**Central / North Central**

**Rosemary Scrivens, Regional Director**
MOBD
89 Shrewsbury Street, Suite 300,
Worcester, MA 01604
Phone: 508-792-7506
Email: rosemary.scrivens@state.ma.us

**Greater Boston**

**Rich Pellagrini**, **Regional Director**
MOBD
10 Park Plaza, Suite 3730,
Boston, MA 02116
Phone: 617-973-8537
Email: Rich.Pellagrini@state.ma.us

**Metro West**

**Arthur Robert**, **Regional Director**
MOBD
Innovation Building, Mass. Tech Collaborative
75 North Drive,
Westborough, MA 01581

Phone:508-439-5685
Email: Arthur.Robert@state.ma.us

**Northeast**

**Peter Milano, Senior Regional Director**
MOBD
264 Essex Street
Lawrence, MA 01843
Phone: (978) 970-1193
Email: Peter.Milano-sea@state.ma.us

**Pioneer Valley / Berkshires**
**Mike Vedovelli, Senior Regional Director**
MOBD
1350 Main Street, Suite 1110
Springfield, MA 01103
Phone: 413-733-5357
Email: Mike.Vedovelli@state.ma.us

**Southeast / Cape & Islands**
**Buddy Rocha, Regional Director**
MOBD
275 Martine Street, Suite 201
Fall River, MA 02723
Phone: (508) 730-1438
Email: Buddy.Rocha@state.ma.us

## STATE PROGRAMS AND RESOURCES

*Economic Development Incentive Program (EDIP)*
Housed within MOBD, the Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster full-time job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for full-time job creation, retention, and private investment commitments.

The Economic Assistance Coordinating Council (EACC) is the governing board of the EDIP. The EACC may certify three categories of project for expanding companies that generate substantial sales outside of Massachusetts and are seeking the EDIP Investment Tax Credit (ITC). In consultation with MOBD, the EACC will determine a project's appropriate category.

- **Certified Expansion Project:** A full-time job creation and investment project within an Economic Target Area, which includes a local tax exemption and approval by the municipality.
- **Enhanced Expansion Project**: A project with exceptional employment growth of at least 100 new full-time jobs in two years, anywhere in Massachusetts.
- **Manufacturing Retention Project**: A project within a Gateway Municipality that either retains at least 50 full-time manufacturing jobs and / or creates at least 25 new full-time manufacturing jobs.

The EACC also considers municipally approved projects that seek only local tax benefits, Economic Target Areas, Economic Opportunity Areas and Abandoned Building Renovation Deduction.

The Massachusetts Office of Business Development tracks detailed statistics on EDIP Projects. In 2011, MOBD Projects worked on 44 projects resulting in 2,504 Jobs Created and 7,308 jobs retained (total of 9,812 job impact). 24 of the 44 projects were in manufacturing.

*Massachusetts Growth Capital Corporation (MGCC)*
MGCC provides financing to Massachusetts companies unable to secure financing required from traditional financing sources, to create and maintain jobs for Massachusetts residents. The principal lending programs offered by MGCC are:

**Working capital Loans from $100,000 to $1,000,000**

These loans include:

- subordinated financing
- lines of credit
- contract and purchase order financing,
- participations
- term loans
- over-advances

**Micro- Loans from $5,000 to $100,000**

- working capital loans
- micro-loans for early stage companies
- directly and through intermediaries

**Guarantees (determined case by case)**

- credit enhancement
- collateral shortfall
- typically partial and limited
- bond premium guarantees

**Technical Assistance**

- matched funding
- portfolio companies
- prospective borrowers
- directly and through intermediaries

*MassWorks*

The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible applicants seeking public infrastructure funding to support economic and community development. The Program represents an administrative consolidation of six former grant programs:

- Public Works Economic Development (PWED) Grants
- Community Development Action Grant (CDAG)
- Growth District Initiative (GDI) Grants
- Massachusetts Opportunity Relocation and Expansion Program (MORE)
- Small Town Rural Assistance Program (STRAP)
- Transit Oriented Development (TOD) Grant Program

The MassWorks Infrastructure Program is administered by the Executive Office of Housing and Economic Development, in cooperation with the Department of Transportation (MassDOT) and Executive Office for Administration and Finance (ANF). The Program provides grant funding for publicly owned infrastructure including, but not limited to sewers, utility extensions, streets, roads, curb-cuts, parking facilities, site preparation, demolition, pedestrian walkways, streetscape, and water treatment systems.

*Clean Tech – Investments in Job Creation*

MassCEC makes growth capital investments that support the expansion of a clean energy company's operations in Massachusetts. These investments require significant job creation and economic development in the Commonwealth. The investment structure and amount depend on the applicant's growth trajectory and geography. MassCEC makes one to two Investments in Job Creation per year ranging from $1 million to $3 million, and are flexibly structured.

*Clean Tech – Catalyst Program*

Mass Clean Energy Center (MassCEC) awards up to 10 awards annually of up to $40,000 to principal investigators at Massachusetts institutions to support the demonstration of the commercial viability of clean energy technologies. Awards could be used to develop a prototype or to gather initial data in order to show proof of concept or to show how the technology compares to existing technologies and offers competitive advantages.

*Clean Tech – Investments in the Advancement of Technology Program*
Mass Clean Energy Center (MassCEC) Venture capital investments in promising early-stage Massachusetts companies that are developing and commercializing technologies that contribute to the advancement of several clean energy categories, including solar photovoltaic, solar thermal, wind power, geothermal, wave and tidal energy, advanced hydropower, and others. MassCEC makes six to eight seed venture investments of up to $500,000 each per year. All investments are in the form of a suitable equity instrument, depending on the applicant's circumstance.

*Life Sciences – Matching Grant Program*
MLSC Funds research at public and private universities and colleges and affiliated research institutions. The competitive research programs are focused on attracting top scientific talent, spurring new research opportunities, and increasing industry-sponsored research in the Commonwealth. In 2008, the Center's Matching Grant Program consisted of three solicitations: the Cooperative Research Solicitation, the New Faculty Startup Solicitation, and the New Investigator Solicitation. These investments will accelerate treatments and therapies "from the research bench to the bedside."

*Life Sciences – Infrastructure Program*
MLSC makes grants for infrastructure investment to promote job creation in the life sciences.

*Life Sciences – Accelerator Program Loans*
The MLSC Accelerator Program supports and "de-risks" early-stage companies by providing loans that will match outside sources of capital. By leveraging other sources of capital, the Accelerator Program provides support to companies at the most critical stages of their development cycle, enabling them to conduct vital research and proof of concept studies, and attract subsequent investment, improving the odds of bringing cutting edge innovation to the marketplace. The loans are designed to address the need for capital investment associated with the long life sciences R&D cycle and the high cost of translating research into a commercially viable product.

*Life Sciences – Tax Incentives*
MLSC awards of up to $25 million annually to companies in Massachusetts dedicated to life sciences research and development, commercialization and manufacturing. The intent of the program is to create jobs and support research and development in the life sciences, thus bolstering the economy. The participating companies are held accountable for job creation and must submit reports that detail employment figures, revenue generation, amount of private capital leveraged, and information as to the recipient's operations and business affairs.

*Life Sciences - Small Business Matching Grant Program*
The MLSC launched a new program in January 2010, with the goal of creating jobs by supporting early stage life science companies that have products with a high potential for market adoption and penetration. To qualify for the program companies must have received Phase II or Post Phase II small business innovation research (SBIR) or small business technology transfer (STTR) grants from Federal agencies such as the National Institutes of Health (NIH), National Science Foundation (NSF), or Department of Defense (DOD). They also must qualify as a small business under the guidelines of the U.S Small Business Administration (SBA).

*Life Sciences – Internship Challenge*
A MLSC workforce development program focused on enhancing the talent pipeline for life sciences companies and research institutions in Massachusetts. The $500,000 program provided summer 2009 internships to 104 undergraduate Science, Technology, Engineering, and Mathematics (STEM) majors interested in exploring career opportunities in the life sciences industry and within life sciences research institutions.

The 2010 Internship Challenge was extremely popular, with over 900 student applications submitted and 135 Massachusetts companies registering to host interns. The 2010 program was expanded to include graduate students, and stipends were increased to up to $7,200 for twelve weeks of work. Stipend reimbursement was limited to companies with less than 100 employees. Under the 2010 program 170 interns representing 47 different colleges and universities were placed at 93 companies across the Commonwealth.

**Massachusetts Workforce Training Fund Program**
The Workforce Training Fund provides grants to Massachusetts businesses so that their new and current workers can receive the training they need to remain competitive in the marketplace. This initiative is critically important because businesses self-identify their training barriers and the state provides them with the resources to overcome those barriers and stimulate economic growth. Over the past year, the Administration has instituted a number of changes to the Workforce Training Fund to make it easier for businesses to apply and access the Fund with a special focus on ease of access for small businesses. Under the Patrick-Murray Administration, $68.66 million has been used to train approximately 90,000 Massachusetts workers at more than 2,750 companies.

**Workforce Competitiveness Trust Fund**
The Workforce Competitiveness Trust Fund (WCTF) was established as part of the 2006 Massachusetts Economic Stimulus Package to improve the competitive stature of Massachusetts businesses by improving the skills of current and future workers, as well as improve 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. Over the last 5 years, the Trust funded 36 grant partnerships between businesses and training providers and included 229 businesses and 46 training and education organizations which served over 8,700 workers and resulted in positive employment outcomes for 5,297 of them, including industry credentials which are valued by employers.

| SECTOR | TYPE OF MODEL | STUDY TITLE AND AUTHOR | DESCRIPTION | FINDINGS SUMMARY | WEB LINK |
|---|---|---|---|---|---|
| SUPPLY | Public Sector Training Programs | Heinrich, C. J., Muesser, P. R., Troske, K. R., & Benus, J. M. (2008). Workforce Investment Act non-experimental net impact evaluation. IMPAQ International, LLC, December 2008. | A comprehensive quasi-experimental study of the WIA training programs. | The findings of the study were as follows:<br>• Adult program Core/Intensive services (Core and Intensive series combined) have a sustained impact (by 16 quarters) of approximately $200-$300 per quarter. That is, adults who receive these services earn, on average, $200-$300 more per quarter after the program than adults on UI or those who receive services only under the ES program.<br>• Adult program Training services raise quarterly earnings by $500-$600 for males and by $800 for females over those who receive only Core/Intensive Adult program services.<br>• Dislocated Worker program Core/Intensive services raise quarterly earnings by about $400 for females and $300 for males (by 16 quarters) but there appears to be some selection bias in these estimates, as difference-in-difference estimators result in outcomes of only $200 for females and less than $100 for males.<br>• Despite the small earnings impact of Core/Intensive services in the Dislocated Worker program, there is a positive impact on the probability of being employed, about 5 percent for females and 2.5 percent for males.<br>• Dislocated Worker program Training services have essentially little (females) to no (males) effect on increasing earnings or on the probability of employment above and beyond Core/Intensive Dislocated Worker services.<br>• Impacts were also estimated for several sub-groups: nonwhite non-Hispanics; Hispanics; youth (under 26 on entry to the program); older workers (over 50 on entry to the program); and veterans. Basically, the authors found no evidence of substantial differences between these sub-groups and the overall population of persons served by the WIA programs.<br>• The study did not include the Youth program in its analysis. | |
| SUPPLY | Public Sector Training Programs | LaLonde, Robert J. 1995. "The promise of public sector-sponsored Traning | A summary of quasi-experimental and experimental studies of several training programs for disadvantaged workers during the late 1960's through the 1980's, | Economically disadvantaged women benefit from these programs, but it remains unclear whether these employment and training programs raise the earnings of economically | |

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| | | Programs", Journal of Economic Perspectives, Vol. 9, No. 2, pp. 149-168. | including MDTA, CETA, Job Corps, and JPTA. The focus is on disadvantaged and dislocated workers, and the effects on earnings. | disadvantaged males and youths, or dislocated workers. Job Corps appears to be the only program that benefits disadvantaged youth. More effective programs for disadvantaged men and youth may require new and probably more intensive long-term training services. The evidence on training programs is not particularly encouraging about their prospects for offsetting the losses associated with worker dislocation. Large gains (proportionate to costs) are often associated with services such as job search assistance. | |
| SUPPLY | Public Sector Training Programs | LaLonde, Robert J. 1986. "Evaluating the econometric evaluations of training programs with experimental data", The American Economic Review, Vol 76, No. 4, pp. 604-620. | This paper compares the effect on trainee earnings of an employment program that was run as a field experiment where participants were randomly assigned to treatment and control groups with the estimates that would have been produced by an econometrician. This comparison shows that many of the econometric procedures do not replicate the experimentally determined results, and it suggests that researchers should be aware of the potential for specification errors in other nonexperimental evaluations | Found positive impacts on earnings for both men and women of the National Supported Work Demonstration, in an experiment conducted between 1975 and 1979. | |
| SUPPLY | Public Sector Training Programs | Ashenfelter, O. 1978. "Estimating the effects of training programs on earnings", Review of Economics and Statistics, Vol. 60, pp. 47-57. | A quasi-experimental design, over the period 1959-1969. | | |
| SUPPLY | Public Sector Training Programs | Bloom, H. S. 1984. "Estimating the effect of job-training programs, using longitudinal data: Ashenfelter's findings reconsidered", Journal of Human Resources, Vol 19, pp. 544-556. | Re-examines the Ashenfelter study (1978) | | |
| SUPPLY | Public Sector Training Programs | Bloom, H. S. 1990. *Back to work: Testing reemployment services for displaced workers*. | More than 2,000 eligible unemployed workers were assigned randomly to job-search assistance, job-search assistance plus occupational training, or no treatment. | | |

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| | | Kalamazoo, MI: Upjohn Institute. Book. | | | |
| SUPPLY | Public Sector Training and Work Experience Program | Manpower Demonstration Research Corporation. 1983. *Summary and Findings of the National Supported Work Demonstration*. Cambridge: Ballinger | | See LaLonde, 1986. The full report may report effects separately for AFDC women, ex-drug addicts, ex-criminal offenders, and high-school dropouts. | |
| SUPPLY | Public Sector Training Programs | Jacobson, L., LaLonde, R. J., & Sullivan, D. (1994). The returns to classroom training for displaced workers. Mimeo, October 1994. | A quasi-experimental study of a program in which displaced workers were given intensive and long-term classroom training. | Males exhibited earnings gains of 5 to 10 percent per year of training after 7 years. | |
| SUPPLY | Public Sector Training Programs | Kodrzycki, Y, K. (1997). Training programs for displaced workers: What do they accomplish? New England Economic Review, May/June 1997. | Reviews the literature on public sector training programs, and analyzes the gains to training for displaced workers in Massachusetts who sought government-provided reemployment assistance in the early 1990's. | The earnings effects for training for displaced workers tend to show no or negative impacts in an observational study. The author posits that the negative findings relative to job search may reflect the higher likelihood of workers who receive training switching careers, and thus starting in the new job on a lower pay scale than workers who search for jobs in their current career. The payoff to training may come later – after most studies end their tracking. The payoff could be in the form of a higher long-term pay profile and/or a lower probability of future layoffs, especially if the new career is in a growing sector. | |
| SUPPLY | Youth Employment Program | Dunford, F. W. 1990. "Random assignment: Practical considerations from field experiments", Evaluation and Program Planning, Vol. 13, pp. 125-132. | Experimental design of a summer youth employment program. | | |
| SUPPLY | Sector Training Program | An Evaluation of Michigan Regional Skills Alliances (MiRSAs): Final Report | Review of one-year startup grants totaling over $1 million for the initial development of up to 12 Michigan Regional Skills Alliances. Grants brought together key local entities to address workforce issues affecting firms operating in the same industry in a distinct geographic area. | | |

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| SUPPLY | Workforce Training/ Adult Education Models | State Use of Workforce System Net Impact Estimates and Rates of Return | • Estimated net impacts and social and private benefits and costs of workforce development programs in Washington and Virginia<br>• Pubic job training program, programs at community and technical colleges, adult basic education, private career schools, high school career and technical education, and vocational rehabilitation for disabled individuals and for blind or visually impaired individuals | • Apprenticeships, community college job preparatory training, and vocational rehabilitation programs have substantial payoffs for participants<br>• Adult basic education programs do not have much economic return | |
| SUPPLY | Incumbent Worker Training | Is There a Role for Public Support of Incumbent Worker On-the-Job Training | Summarizes a survey of states concerning their investments in incumbent worker training | • Best practices: discusses a study conducted for one state in which found significant fiscal returns implying that underinvestment of public funds for incumbent worker training may be occurring.<br>• In this state, primary sector jobs were created or retained at a public cost of less than $9,000 per job | |
| SUPPLY | Youth Programs | YouthBuild in Developmental Perspective. A Formative Evaluation of the YouthBuild Demonstration Project: | | | |
| SUPPLY | Youth Programs | YouthBuild in Providence | | | |
| SUPPLY | | Job training that gets results: ten principles of effective employment programs By Michael Bernick | *Principles:*<br>• The unemployment rate: A strong private economy does far more to reduce unemployment than any government program<br>• Job training: Build on the market orientation of effective job training programs to build an effective job training system<br>• The working poor: A big part of the conventional wsdom on the working poor being in dead end jobs is false – but not all<br>• Building career ladders for the working poor: Designing effective career ladders requires single- and multiemployer skills upgrading<br>• Maintaining career ladders for the working poor: Sustaining effective career ladders means | | |

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| | | | influencing the structure and craft of jobs<br>• Welfare reform: build on the success of welfare reform with targeted postemployment strategies<br>• Workers with disabilities: A new world of employment exists<br>• Technology jobs: The emerging "New Technician" jobs provide an important niche training market<br>• Affinity Groups: The best antipoverty efforts go beyond government programs<br>• Globalization: The job training professional assumes a greater role in the world of globalization, competition, and outsourcing | | |
| SUPPLY | Education: Post-Secondary | Critical Collaboration: Improving Education & Training Pathways to Careers in Health Care. Boston Healthcare Careers Consortium. November 2011. | Recommends changes to strengthen the collaboration between employers, workforce development, and education systems, to enhance the alignment between jobs opportunities and educational pathways, with particular reference to the health services sector. | | |
| SUPPLY | Secondary Education | | Career Academies | | |
| SUPPLY | Secondary and Post-Secondary Education | Schwartz, R. B., Ferguson, R., & Symonds, W. C. (2011). Pathways to prosperity: Meeting the challenge of preparing young Americans for the 21st century. Cambridge, MA: Harvard Graduate School of Education, February, 2011. | Documents the challenges facing secondary and post-secondary schools in preparing students for working careers, provides some examples of best practices, and makes recommendations. | | |
| SUPPLY | Pre-School Education/ Early Childhood Programs | Barnett, W. Steven. (1992). "Benefits of compensatory preschool education", The Journal of Human Resources, Vol 17, No. 2, pp. 279-312. | This paper reviews the evidence regarding long-term effects of compensatory preshool education, including a classical experiment and benefit-cost analysis. Eight experimental and 14 quasi-experimental programs from the 1960's and 1970's were summarized. | Compensatory preschool education can produce long-term gains in school success through contributions to cognitive abilities<br>not adequately measured by Intelligence (IQ) tests. Greater educational success is accompanied by substantial improvements<br>in social and economic outcomes including employment, teen pregnancy, and welfare assistance. | |

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| SUPPLY | Pre-School Education/Early Childhood Programs | Belfield, Clive R.; Nores, Milagros; Barnett, Steve; and Schweinhart, Lawrence. 2006. "The High/Scope Perry Preschool Program", Journal of Human Resources, Vol. 41, No. 1, pp. 162-190. | This paper presents an updated cost-benefit analysis of the High/Scope Perry preschool Program, using data on individuals aged 40. Children were randomly assigned to a treatment or control group. Program costs are compared against treatment impacts on educational resources, earnings, criminal activity, and welfare receipt. Net present values are calculated for participants, the general public, and society. | The treatment group obtains significantly higher earnings. For the general public, higher tax revenues, lower criminal justice system expenditures, and lower welfare payments easily outweigh program costs; they repay $12.90 for every $1 invested. However, program gains come mainly from reduced crime by males. | |
| SUPPLY | Pre-School Education/Early Childhood Programs | Karoly, L. A., & Bigelow, J. H. (2005). The economics of investing in universal preschool education in California. Santa Monica, CA: RAND Corporation. | Study of a proposed universal pre-K program for California. | | |
| SUPPLY | Pre-School Education/Early Childhood Programs | Reynolds, A. J., Temple, J. A., Robertson, D. L., & Mann, E. (2002). Age 21 cost-benefit analysis of the Title I Chicago Child-Parent Centers. Educational Evaluation and Policy Analysis, 24(4), 267-303.; and Temple, J. A., & Reynolds, A. J. (2007). Benefits and costs of investments in preschool education: Evidence from the Child-Parent Centers and related programs. Economics of Education Review, 26(1), 126-144. | A quasi-experimentnal study of the Chicago Child-Parent Centers Program. | Among other findings, as of ages 20 and 21, the CPC program reduced the percentage of high school dropouts by 11 percentage points compared to a control group. | |
| SUPPLY | Pre-School Education/Early Childhood Programs | Galinsky, E. (2006). The economic benefits of high-quality early childhood programs: What makes a difference? Washington, | Describes the characteristics that make early-education programs effective. | | |

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| | | DC: Committee for Economic Development. | | | |
| DEMAND | Wage Subsidy | Katz, Lawrence. 1996. "Wage subsidies for the disadvantaged", NBER Working Paper 5679. | Wage Subsidies for the Disadvantaged<br>• Targeted Jobs Tax Credit (1979-1994) – modest positive employment effects on economically disadvantaged young adults<br>• Policies combining wage subsidies with job development, training, and job search assistance effects successful in improving employment and earnings of specific targeted disadvantaged groups | | http://www.nber.org/papers/w5679.pdf |
| DEMAND | Wage Subsidy | Leigh, D. E. (1990). Does training work for displaced workers? A survey of existing evidence. Kalamazoo, MI: W. E. Upjohn Institute for Employment Research. | Describes and summarizes the effects of Minnesota's MEED Program (in Chapter 4). | The program was effective in creating jobs for the targeted group, that included those who were unemployed and were ineligible for UI benefits or who had exhausted them. | |
| DEMAND | Wage Subsidy | Rode, P. (1988). MEED means more business: Job growth through Minnesota's wage subsidy program. The Jobs Now Coalition, March 1988. | Analyzes the Minnesota MEED Program. | Particularly successful for serving the disadvantaged. During the 1985-87 biennium, 54% of placements were public assistance eligible, 42% were women, and 25% were minorities. | |
| DEMAND | Wage Subsidy | Minnesota Department of Jobs and Training. (1987). Minnesota Employment and Economic Development (MEED) Wage Subsidy Program, July 1985-December 1986. | Analyzes the Minnesota MEED Program. | 85 percent of the (private-sector) participants were still employed 60 days after the end of the subsidy period. | |
| DEMAND | Wage Subsidy | Robalino, David, and Banerji, Arup. 2009. "Addressing the employment effects of the financial crisis the role of wage subsidies and reduced | | | http://siteresources.worldbank.org/INTLM/2 |

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| | | work schedules", World Bank Employment Policy Primer, No, 14 (September). | | | 14578-1103128720951/22618596/EPPNoteNo14_Eng.pdf |
| DEMAND | Wage Subsidy | Huttunen, Kristina; Pirttila, Jukka; and Uusitalo, Roope. 2010. "The employment effects of low-wage subsidies", The Insitute for the Study of Labor, Discussion Paper No. 4931 (May). | | Low-wage subsidies are often proposed as a solution to the unemployment problem among the low skilled. Yet the empirical evidence on the effects of low-wage subsidies is surprisingly scarce. This paper examines the employment effects of a Finnish payroll tax subsidy scheme, which is targeted at the employers of older, full-time, low-wage workers. The system's clear eligibility criteria open up an opportunity for a reliable estimation of the causal impacts of the subsidy, using a difference-in-difference-in-differences approach. Our results indicate that the subsidy system had no effects on the employment rate. However, it appears to have increased the probability of part-time workers obtaining full-time employment. | http://ftp.iza.org/dp4931.pdf |
| DEMAND | On-the-Job Training Subsidy | Hollenbeck, K. (2008). Is there a role for public support of incumbent worker on-the-job training? (Policy Paper No. 2008-001). Kalamazoo, MI: W. E. Upjohn Institute for Employment Research. | Studied the Massachusetts Workforce Training Fund. | Concluded that the cost per new job created was $8,750, which is "a fraction of the cost of job creation in many state economic development activities." | |
| DEMAND | Buisness Taxes Effect on Location | Hines, J. R. (1996). Altered states: Taxes and the location of foreign | Estimated the effect of differences in state corporate tax rates on the distribution of foreign direct investment among U.S. states. | A difference of 1 percentage point in state tax rates was associated with a 9 to 11 percent difference in shares of manufacturing capital owned by lightly-taxed vs. fully-taxed | |

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| | | direct investment in America. The American Economic Review, 86(5), 1076-1094. | | investors. Characterized the effect as "large and important". | |
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| DEMAND | Economic Development | Evaluation of Regional Collaborations for Economic Development | | | |
| DEMAND | Small Business Development | Small businesses, job creation, and growth: Facts, obstacles, and best practices | | | |
| DEMAND | Job Creation (Life Sciences) | Job Creation and the Knowledge Economy: Lessons From North Carolina's Life Science Manufacturing Initiative | Workforce development agencies<br>• Project Quest<br>• Jane Addams Resource Corporation<br>• Wisconsin Regional Training Partnership<br>• Garmet Industry Development Corporation<br>• Especially helpful in stabilizing traditional manufacturing industries<br>Training Courses in Life Sci<br>• BioNetwork program coordinates community colleges<br>• BioWork (128-hour training course)<br>Company-college training partnerships<br>• Novo Nordisk, Talecris, and Hospira funding Johnston CountyWDC<br>○ - satellite campus of community college<br>Partners in industrial recruitment | | |
| DEMAND | Job Creation Programs | Estimating the Costs per Job Created of Employer Subsidy Programs | Job creation tax credit<br>• 15% credit 1st year, 10% credit 2nd year, for increased payroll since base period<br>• Lower elasticity to 0.15, gross costs per job created of $50,000<br>MEED program (MN)<br>• $10/hr. (2008 $) wage subsidy for 6 month<br>• At peak, equivalent to $191 million today, 20,000 annual participants; 1.1 million | | |

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| | | | nationally<br>MEGA program (MI)<br>• Refundable credit, awarded with some discretion to "export-base" businesses to encourage creation or retention of jobs, with credit tied to income taxes paid by additional additional workers<br>• Average credit per job-year: $2,18<br>• Average time period of credit 15.75 years (shortened in recent years)<br>• 49% 49% of credits in auto of credits in auto-related related industries 31% in other industries, 31% in other manufacturing, 20% in non-manufacturing<br>• Multiplier: 3.8<br>Hamilton Project<br>• Federal g g grants for customized training in distressed areas<br>• Incentives for expansion of current manufacturing extension program in distressed areas<br>Restore and expand original Empowerment Zone program, which had public service block grant as well as business tax breaks | | |
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| SURVEYS | Business Location; Job Creation | What Works in Job Creation and Economic Development. Timothy Bartik. 2011. Presentation | A summary of study outcomes in the effectiveness of a wide array of programs, including general business tax cuts, business tax incentives, customized job training (e.g., MEED), early childhood programs, and K-12 (e.g., Career Academies). The presentation focuses on the effect in increasing income per capita for each of these types of programs. | The most effective programs are early childhood programs, followed by targeted subsidies. The least effective – but still effective – are general business tax reductions. | |
| SURVEYS | Early Childhood Programs, Pre-K | *Investing in Kids: Early Childhood Programs and Local Economic Development*. Timothy Bartik. 2011. Book | Survey of the literature in early childhood education programs. Simulation of the present value of business tax incentives and early childhood education programs on the present value of a state's resident per capita personal income. | Finds large effects on the present value of early childhood programs on the present value of a state's resident per capita personal income, ranging from $2.78 per dollar spent to $12.90 per dollar spent, depending on the program and its scope. | |
| SURVEYS | Early Childhood | Zigler, Edward; Gilliam, Walter S.; and Barnett, | Looks like a good collection of recent studies. | | |

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| SURVEYS | Tax Incentives for Economic Development | *Who Benefits From State and Local Economic Development Policies*? Timothy Bartik. 1991. Book | Good survey of older studies. | The long run elasticity of business activity with respect to state and local taxes appears to lie in the range of -0.1 to -0.6 for intermetropolitan or interstate business location decisions. | |
| SURVEYS | Employer Subsidy Programs | Estimating the Costs per Job Created of Employer Subsidy Programs. Timothy Bartik. October 2010. Presentation. | Estimates of the costs per job of JCTC, MEED, MEGA, CT, MEP, Ezs. | | |
| SURVEYS | Business Location; Job Creation | Wasylenko, M. (1997). Taxation and economic development: The state of the economic literature. New England Economic Review, March-April 1997, 37-52. | Good survey of studies. Updates the list of surveys given in Bartik (1991). | Concludes that the studies suggest an elasticity of -0.2 for interstate impact of firm location in response to tax changes. | |
| SURVEYS | Business Location; Job Creation | Weiner, J. (2009). State business tax incentives: Examining evidence of their effectiveness (New England Public Policy Center Discussion Paper, No. 9-3). Boston: Federal Reserve Bank of Boston. | Good summary of issues and references to recent studies. | | |

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# APPENDIX F

**Jobs Creation Commission**
**Executive Office of Elder Affairs' Recommendations for the Final Report**
**April, 2012**

***Introduction***

One of the Job Creation Commission's goals is to propose strategies that will result in sustained long term economic growth in the Commonwealth. If Massachusetts is to have all the workers it needs to fill critical jobs and thus maintain its economic edge, it is crucial that stakeholders in the public and private sectors take steps to strengthen the labor force attachment of older workers.

The older population (55+) is projected to be the source of all the population growth in Massachusetts between 2000 and 2030.[1] In fact, Massachusetts has a larger and more rapidly growing share of the older population than the nation.

- ◊ Here are the numbers: from 2000 to 2030, the state's population is projected to increase by 662,900 -- of that, the older population is projected to grow by nearly 856,000 while the population under 55 is projected to decrease by about 193,000.[2]
- ◊ As a percentage of Massachusetts' total population, persons 55 years of age or older constituted 20% in 1950, 22% in 2000, 25% in 2009 and are projected to be 28% in 2015 and 32% in 2030.

These demographic realities create the need for public policy to support the following:

A. Hiring and retaining older workers,
B. Developing formal training pipelines of replacement workers as older workers shift to part time or retirement status, and
C. Increasing the production of middle skill workers needed by our state's unique economic mix of industries.

***A. Hiring and Retaining Older Workers***

Older adults are deciding to stay engaged in the labor pool for many reasons. The "Great Recession" diminished many Boomers' retirement savings, forcing them to keep earning money to retire more comfortably. Also, improvements in health and longevity compel older adults to finance more years in retirement[3]. The shift to a knowledge economy reduced the physical demands of many jobs, allowing people to continue working to older ages[4]. In addition, while 1 in 5 workers age 50+ is someone who is "working in retirement" (e.g. after they left their main job, career or line of work), it is expected this percentage will grow significantly in the coming

1 U.S. Census Bureau, Population Division, Interim Population Projections, 2005.

2 N. Fogg and P. Harrington (2011) Increased Presence of Older Workers in the Massachusetts Labor Market. Commonwealth Corporation, Boston, MA.

3 Munnell, A., Muldoon, D. & Sass, S. (2009). Recessions and older workers. Center for Retirement Research Briefs, No 9, January, 2009, Boston: Boston College.

4 Johnson, R. & Mermin, G. (2008). Will changing job demands boost older workers' prospects? Older Americans' Economic Security, 17, September, 2008, Washington DC: Urban Institute.

years as three quarters (75%) of survey respondents who are 50+ and have not yet retired stated they expect to work during retirement.[5] So, financial, physical and social factors all contribute to the growing presence of older workers in the workforce.

Even though many retirements have been delayed by this recession, it is still critical for employers to plan for ways to retain mature talent, upgrade the skills of their older workers, and adjust to the eventual retirement of older workers. The Commonwealth has a role in developing strategies that can help employers and workers maintain a skilled workforce in the Commonwealth.

**Recommendations**

We recommend the following strategies to support both hiring and retaining older workers:

1. **Implement a communications strategy (perhaps implemented through the WIA system) that showcases the business imperative to use workplace flexibility practices. Provide links to both research documenting positive business outcomes generated by flexibility and tools for effectively implementing flexibility in the workplace.**
    - Flexible workforce arrangements include many approaches, both formal and informal, that support work/life roles for employees of all ages. In particular, phased retirement and part time roles may be effective for extending work lives of employees, assisting in knowledge transfer, and reducing costly staff turnover.
    - The business case to expand workplace flexibility is substantial and compelling[6]. Workplace flexibility strategies have been shown to boost all three of the following: talent retention; employee commitment to the organization; and employee productivity. Employers will need to accommodate older workers who want to stay engaged in the workforce but at a lower number of hours per week or weeks per year.

2. **Provide access to worker retention and succession planning tools via the Commonwealth Corporation and regional WIBs.**
    - The Commonwealth Corporation could be directed to develop and disseminate information that will encourage and support employers to develop plans for retaining their talent, including new roles for older workers that involve mentoring and knowledge transfer to replacement staff.

3. **Offer organizational planning grants to employers to develop older worker talent recruitment and retention programs.**
    - Several years ago, the Commonwealth Corporation issued several grants to small and medium-sized employers via the Workforce Competitiveness Trust Fund.

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5 M. Brown, K. Aumann (2010). Working in Retirement: A 21st Century Phenomenon. The Sloan Center on Aging & Work, July 2010. Boston College, Boston, MA.

6 Business Impacts of Flexibility: An Imperative for Expansion, Corporate Voices for Working Families Report researched by WFD Consulting, 2005.

4. **Encourage employers to consider adjustments to pension plans that would permit phased retirements for qualified employees and/or remove disincentives for continued employment.**
    - Private pension plans, regulated at the federal level, can include a variety of options in the design of the plan that have the effect of encouraging or discouraging individuals from extending their work tenure. One option that can encourage older worker retention is offering a phased retirement benefit option. Federal law was recently changed to allow pension distributions prior to full separation from employment. This allows someone to use pension benefits to make up for lost wages when they reduce their hours.[7] The State can inform employers of this new provision as part of a larger campaign that encourages employers to modify their personnel policies to eliminate disincentives to continued employment.

***B. Formal Training Pipelines of Replacement Workers and Lifelong Skills Acquisition for All***

As stated previously, the demographic realities on aging create the need for a public policy that will develop formal training pipelines of replacement workers, especially for those jobs showing the greatest gap between employer demand and the supply of skilled workers.[8]

Further, workplace productivity is positively affected by current employees acquiring new and relevant job skills training throughout their careers. The high cost of re-training, however, results in limited career advancement opportunities for many low and middle income employees.

**Recommendations**

Based upon our research and the testimony in the forums, we recommend the following components be included in the Commonwealth's future training strategy:

1. **In a consistent way across each industry in MA, identify the core competencies for jobs so as to produce new and/or replacement workers having the specific required core skills *when they graduate*.**
    - Establish standard certificate programs that train students on the basic skills to do key jobs – employers testify they expect to give additional on-site training to new hires so long as they can bring the essentials.[9]

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7 Pension Protection Act of 2006, P.L. 109-280

[8] See the Massachsuetts Biotechnology Education Foundation's Life Sciences Educational Consortium model, funded by the Boston Foundation, for bridging the disconnect between what industry needs and what is being taught, including establishment of core competencies and active internships programs. Presentation to the Commission by Lance Hartford, Executive Director, Massachsuetts Biotechnology Education Foundation's, September 28, 2011.

[9] Steve Phillips and Donna Tomasetti, November 18, 2011.

2. **Establish close workforce planning and training partnerships between employers, WIBs, Career Centers, and training providers in all the key industries.** These partnerships should:
    - Link employers with specific training providers and schools.[10]
    - Make use of employer sites when cost effective to do so and/or seek donated equipment for training.
    - To generate interest in some jobs, consider adopting the German model in which an industry employer pays a stipend to the students they plan to employ once their full training is complete. Example: CAD and Inventory Planning are in great demand but two employers said "students don't know about it and we have no industrial arts programs".[11]
    - Establish broad use of on the job training (OJT) programs that place competent workers with employers for an initial trial period and/or an occupational training period that is part of an industry defined and recognized certificate.
    - Align English for Speakers of Other Languages (ESOL) training with workplace vocabulary needs.
    - Designate Career Centers to work as an "open job/job seeker matching service" for businesses in MA and aggressively market the Career Centers' role and services to employers.

3. **Ensure certificate and degree programs in the public college systems are effectively linked to labor market demand.**
    - While doing so, educators must plan for the state's aging workforce demographics: older workers age 55+ will be the sole source of labor pool growth in Massachusetts over the next 20 years, to 2030. Educators must feature older adult student profiles whenever planning for or evaluating the performance of public college systems.
    - Maintain use of the public college system's recently adopted metrics to measure school performance in this area, as part of the Board of Higher Education's Vision Project.
        - One of the 5 educational outcomes selected by the Vision Project is: "Alignment of degree production with key areas of workforce need". The metrics for this goal include: 1) degrees and certificates produced in key occupational areas, with national comparisons; 2) degrees and certificates conferred in key occupational areas, compared to forecasted growth in Massachusetts; 3) student persistence and degree completion in key occupational areas, with disaggregation by student population groups; and, 4) the employment status, and/or continuing education, of graduates.

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10 For example, the owners of Phillips Precision and Advanced Cable Ties need machinists, welders and robotics programmers. They testified that "all positions pay a decent wage but young people don't know about these jobs …and the local vocational school doesn't have the equipment or staff with the experience to train them." November 18, 2011.

[11] Robert Siemering, Executive Chairman, John Galt Companies, and Bonnie Posnak, VP of HR, Ideal Tape, Inc., February 10, 2012.

4. **Implement practices throughout the public college system that provide accelerated acquisition of degrees and certificates, via use of more flexible course schedules and stackable degrees and other practices.**
    - The Middlesex Community College (MCC) Academy of Health Professions was successful in implementing a new educational model of stackable certificates over an accelerated timeframe; their approach should be replicated at other community colleges.

5. **Encourage adults to pursue a lifelong learning strategy so each person may continuously improve their workplace knowledge, skills and competencies.**
    - Through the Massachusetts Education Finance Administration (MEFA), ensure that information about many complex options for adults to pay for post-secondary education is easily available and understandable.

6. **Spur employers to offer employees more training and/or facilitate access to educational savings plans.**
    - Continue training incumbent employees via the Workforce Competitiveness Trust Fund.
    - Encourage employer support for employee's skills acquisition through additional efforts, including tuition reimbursement or arranging for and contributing to an employee's 529 savings plans.[12]

7. **Increase the capacity at Career Centers to assist more job seekers**.
    - Increase resources to provide 1:1 coaching to unemployed job seekers, a service whose results show a significantly higher reemployment rate than those who do not get 1:1 coaching[13].
    - Provide greater resources to subsidize retraining programs for more individuals; in recent years, this fund is depleted at Career Centers 5-6 months into the service year. [14]
    - Transform their data systems to be a more effective central job matching system for MA employers and job seekers.
    - Expand access to job search skills training and case management supports especially needed for older workers who are not familiar with contemporary electronic job search and application systems.

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[12] Maureen Fitzpatrick, Lowell General Hospital, February 10, 2012, testified about their extensive in house employee training program, PATH – Pathways to Advancement in Technology and Healthcare, wherein low income workers receive training with child care support for many careers the hospital requires. Clinical courses are supplemented with on site laboratory work.

[13] Marilyn Foster, Manager, North Shore Career Center of Lynn, December 12, 2011, and Mike McQuaid, Director, Career Center of Lowell, February 10, 2012.

[14] Don Anderson, Director, Workforce Center Career Center, November 18, 2011.

- Use additional online methods (video, CATV, etc.) for delivering job search skills training content to broader audiences.
- Convene a formal learning community of Career Centers to share best practices for assisting job seekers, especially older adults.
- Expand the use of OJT throughout the state to allow adults who receive unemployment insurance benefits to work and learn new (or demonstrate maintenance of) occupation-specific skills. [15]

8. **Recognize and address the need for employment supports, specifically child care and transportation**.
    - These two employment supports are 2 of the 3 largest barriers for low income workers to access training. Integrate these resources with employment training programs in order to create a true pathway toward economic self-sufficiency for low income workers. [16]

### *C. Increasing the Pool of Middle Skill Workers*

The New England Public Policy Center of the Federal Reserve Bank of Boston has reported on the "mismatch" between worker skill levels and the skills demanded by employers arising from structural changes in the economy as employment shifts across industries and occupations that use differing amounts of college-educated labor and employment shifts within industries and occupations using more college-educated workers.[17] The New England Public Policy Center report recommends increasing postsecondary education and training for middle skill workers (defined as those with some college or an associate's degree) by making a significant investment in financial aid, offering supports that boost completion rates for students such as remedial courses, stipends, child care, and transportation during periods of study, and bringing employers and educators together to better align curriculum content with employer needs.

**Recommendation**

1. **Adopt a strategy that will result in an increase in the pool of middle skill workers.**

[15] Don Anderson, November 18, 2011.

[16] Karen Frederick, Executive Director, Community teamwork, Inc., Lowell, MA. February 10, 2012.

[17] Alicia Sasser Modestino, Senior Economist, New England Public Policy Center at the Federal Reserve Bank of Boston, "*Mismatch in the Labor Market: Measuring the Supply and Demand for Middle-Skill Workers in Massachusetts.*" 2011.

*The Commonwealth of Massachusetts*

HOUSE OF REPRESENTATIVES
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Chairman
Community Development & Small Business

Rep.LindaDorcenaForry@hou.state.ma.us

March 7, 2012

The Honorable Karen Spilka, Chair
Job Creation Commission
State Senate
Commonwealth of Massachusetts
State House, Room 511C
Boston, MA 02133

The Honorable Joseph Wagner, Chair
Job Creation Commission
House of Representatives
Commonwealth of Massachusetts
State House, Room 42
Boston, MA 02133

Dear Chairwoman Spilka and Chairman Wagner:

As you prepare comprehensive job creation legislation, I would like to respectfully offer two key proposals related to community development and small business for consideration. Like you, over the past few years I have seen too many of my constituents struggle due to the economy. While I am optimistic about the Commonwealth's economic outlook, I believe that there is still more work to be done, particularly as it relates to assisting local economic development organizations and providing a more friendly environment for our entrepreneurs and small business owners.

Since being named Chair of the Joint Committee on Community Development and Small Business in 2009, I have made job creation one of the Committee's top priorities. In fact, from 2009 to 2011, the Committee undertook a series of listening tours to solicit suggestions and recommendations for achieving this goal. While the Committee has taken steps to enact many of these recommendations, including the recent passage of small business impact statement legislation, I believe that several yet-to-be implemented proposals would be appropriate for inclusion in any job creation measures put forth by the Commission. Accordingly, I respectfully request that you consider incorporating the following proposals into any forthcoming "jobs packages."

## I. Community Development Partnership Act (H. 3707/S. 1427)

A direct result of our partnership with Community Development Corporations (CDC) and the 2011 Statewide Community Development Listening Tour, my Co-Chair, Senator Sal DiDomenico and I filed the *Community Development Partnership Act* (H. 3707/S. 1427) to encourage investment in community development corporations and local partners across the state. Specifically, the legislation provides up to $150,000 in tax credits to corporate or individual investors who make

"high-impact" investments in qualified community development organizations. In turn, these credits will leverage $100,000 to $300,000 per year that can be used for a wide variety of activities, including local job creation initiatives, housing development, business creation and expansion programs, the elimination of neighborhood blight and financial education services for families as well as local businesses.

Moreover, the legislation takes an equitable approach that seeks to ensure fairness across the state and is tailored to the needs of each community. For example, at least 30 percent of the credits are allocated to Gateway Cities and 20 percent will be allocated to rural areas, with each corporation deciding how best to invest their resources. The total amount of tax credits to be awarded each year is capped at $2 million in 2013, $4 million in 2014 and $6 million in 2015 and each year thereafter. Investors can claim the full credit in the year of their investment and those credits can be rolled over for up to five years.

In support of this proposal, I want to highlight that since 2003 CDCs in Massachusetts have created or preserved more than 14,000 jobs and saved 9,000 homes, supporting the livelihood and well-being of more than 8,000 businesses and 160,000 families. Simply put, any investment in CDCs, particularly those proposed by this legislation, will result in a tremendous return on investment that benefits our communities as well as the taxpayer. I strongly encourage the Commission to incorporate this legislation, which has widespread support in the legislature as well as amongst local economic development entities, into any forthcoming job creation measures.

## II. Increasing Awareness & Improving Access to Small Business Resources

Critical to the success of any of new job creation proposals as well as the continued success of proven programs, is ensuring that entrepreneurs, small business owners and the larger public are aware of the many resources available to them. This includes state and federal small business loans, business counseling programs, technical assistance services, contracting opportunities, tax incentives and access to relief from burdensome regulations. Unfortunately, many of these programs are underutilized because so few people know about them. To help address this problem, I respectfully offer the following three recommendations to increase awareness of and improve access to small business resources:

### *A. Creation of an Official Online 'Portal' for Small Businesses*

While the state's official website, www.mass.gov, contains a substantial amount of content regarding small business assistance programs, this information is often difficult to find or missing critical contacts. To address this issue, the state should create a new, "one-stop shop" web portal that will serve as a comprehensive online resource for Commonwealth businesses seeking assistance. The web portal should include information on all state resources available to small businesses, information on state and local loan programs, business counseling programs, technical assistance, tax information, permitting information, and sources of regulatory relief. Additionally, it should also integrate information on the extensive federal resources available to entrepreneurs and small businesses, including the programs and resources offered by the U.S. Small Business Administration (SBA) and other relevant federal agencies.

In support of this initiative, I would note that similar efforts have been successfully undertaken at the federal level. For example, the Obama Administration recently unveiled a revamped website for the SBA at www.sba.gov, through which entrepreneurs and small business owners can access information on any federal programs that offer assistance to small businesses. Additionally, as part of the President's recent proposal to streamline the federal government, much of this information will be migrated to and expanded upon through a new website, www.businessusa.gov, which will serve as the federal government's official online resource center for the business community. A similar approach has also been taken at the state level by the Massachusetts Office of Travel and Tourism, which maintains the website, www.massvacation.com, as the state's "one-stop" online resource center for visitors, travelers and citizens of the Commonwealth, seeking vacation and travel information.

*B. Strengthening the Office of Small Business & Entrepreneurship*

In addition to creating an official online resource center, the Commission should also ensure that the primary state entity responsible for assisting entrepreneurs and small business owners, the Office of Small Business and Entrepreneurship, is fully funded and properly staffed. In previous years, this Office was able to offer significant technical assistance services, including financial literacy seminars and other counseling services. Unfortunately, due to budgetary constraints, the Office currently has one employee and minimal resources, limiting its ability to offer these services and market the state's many small business resources.

Although the Governor's fiscal year 2013 budget proposal requests additional funding for the line item that funds the Office of Small Business and Entrepreneurship, it remains unclear if any of this increased funding will be allocated to the office. Accordingly, I ask that the Commission work to ensure that this office is properly funded and allow it to regain its ability to provide basic technical assistance services, such as financial literacy seminars and other business counseling activities. Doing so will also ensure that small businesses have a strong advocate at the highest levels of our state government and provide a visible contact to complement the resources available through the state's online resource center.

*C. Facilitating Access to Capital: Improvements to Small Business Loan Review Boards*

A third and key component to increasing awareness of and improving access to state small business resources, is ensuring that our existing resources are actually working for our entrepreneurs and small businesses. While improvements to state lending programs should be given time to take effect, other initiatives aimed at improving the ability of entrepreneurs and small business owners should also be pursued.

In 1990, the Massachusetts Legislature established a network of regional Small Business Loan Review Boards to monitor the availability of credit to small businesses (*see M.G.L. ch.167, §14C*). The Review Boards provide an independent review process for any small business loan applicant who has been denied a loan by a lending institution with operations in the Commonwealth. The Review Boards are comprised of uncompensated lenders and business representatives appointed by the Commissioner of Banks.

While the Review Boards can be helpful, they are an underutilized resource. Improvements could be made to better serve the small business community and facilitate their ability to access capital through the Review Boards:

- **Increase public awareness of the Review Boards and allow complaints to be submitted electronically:** More information regarding the purpose of and procedures of the Review Board should be moved online, as currently there is no way for small businesses to submit their complaints electronically. This function could be incorporated into my proposed online resource center for small businesses. Additionally, the Division of Banks, which oversees the Review Boards, should be required to better market them as a resource for entrepreneurs and small business owners;

- **Shorten loan review periods**: Under existing statute, the Review Boards have 60 days to review a denied loan application, a perilously long time for an entrepreneur or small business owner. Accordingly, the review period should be shortened to 30 days from the date of submission of information by the parties involved in the dispute, to ensure that a decision is rendered in a timely manner;

- **Track patterns of repeated loan denials by specific lending institutions**: While the Review Boards cannot and should not force private sector lenders to reverse their decisions, data regarding egregious patterns of small business loan denials by Banks should be reported to the Massachusetts Division of Banks for further evaluation;

- **Improve outcomes and require that additional information be provided to small businesses**: Currently, the Review Boards are not statutorily required to provide feedback to a small business that has filed a complaint. Following a decision, they can only recommend that the lending institution involved in the dispute reconsider their denial of the loan and will only offer additional information on state small business financing options upon request. To ensure that the process is more beneficial for small business owners, the law should be changed to require the Review Boards to automatically provide formal feedback regarding the reasons for the denial, as well as information on alternative state funding that might be suitable for the business.

In closing, I thank you for your consideration of these proposals. I believe that these recommendations will go a long way towards facilitating the creation of new jobs in the Commonwealth and ensuring that existing state small business programs better serve the needs of our constituents. Should you have any questions regarding these proposals, please do not hesitate to contact me or my staff. I look forward to continuing our work together on behalf of the citizens of the Commonwealth.

Sincerely,

Linda Dorcena Forry

Linda Dorcena Forry
*State Representative*

**Jobs Creation Commission**
**David DeJesus Testimony**
**New Bedford Regional Hearing**
**March 9, 2011**

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**GOOD MORNING,**

**MY NAME IS DAVID DEJESUS, I AM THE SENIOR VICE PRESIDENT FOR HUMAN RESOURCES AT SOUTHCOAST HEALTH SYSTEM. SOUTHCOAST EMPLOYS 7000 PEOPLE IN OUR THREE HOSPITALS, ST LUKES, CHARLTON AND TOBEY, PLUS 25 OTHER LOCATIONS IN THE REGION. WE EMPLOY PEOPLE THROUGHOUT THE EMPLOYMENT SPECTRUM, FROM THOSE NEEDING A HIGH SCHOOL EDUCATION, TO THOSE NEEDING ASSOCIATE DEGREES, BACHELORS AND MASTERS DEGREES, TO DOCTORS.**

**WE CONTINUE TO SEE DEMANDS FOR OUR SERVICES AS OUR POPULATION AGES. ONE OF OUR SIGNIFICANT CHALLENGES IS IN FINDING PEOPLE WHO ARE QUALIFIED FOR OUR POSITIONS THAT REQUIRE COLLEGE LEVEL EDUCATION. WE HAVE STRONG PARTNERSHIPS WITH UMASS DARTMOUTH AND BRISTOL COMMUNITY COLLEGE, HOWEVER THIS REGION IS UNDERSERVED IN TERMS OF HEALTHCARE DEGREE PROGRAMS.**

**THE NURSING PROGRAMS AT BCC AND UMASS HAVE WAITING LISTS. THERE IS NO PROGRAM IN THIS REGION FOR PHYSICAL THERAPY, OCCUPATIONAL THERAPY, RESPIRATORY THERAPY, PHARMACY, OR RADIOLOGY.**

**THE HEALTH CARE INDUSTRY IS A MAJOR ECONOMIC DRIVER FOR THE STATE OF MASSACHUSETTS YET THERE IS NO COORDINATED STATE WIDE PLAN FOR PROVIDING EDUCATIONAL OPPORTUNITIES FOR ITS CITIZENS FOR THESE JOBS THAT HAVE BEEN AND WILL BE IN SHORT SUPPLY FOR THE NEAR FUTURE AND CONTINUING THEREAFTER.**

**AS A RESULT OF OUR CONTINUING NEED, WE DEVELOP OUR CURRENT STAFF, WE RECRUIT STAFF FROM OUTSIDE OF THE AREA, AND SOUTHCOAST HAS**

**INVESTED IN DEVELOPING OUR WORKFORCE LOCALLY. FOR OUR CURRENT STAFF, WE SPEND APPROXIMATELY $500,000 IN COLLEGE TUITION COURSES. WE HAVE INTERNAL TRAINING PROGRAMS AVAILABLE TO OUR STAFF TO DEVELOP THEIR SKILLS. LOCALLY, WE HAVE HAD A SCHOOL TO CAREER PROGRAM FOR MORE THAN 15 YEARS. THIS PROGRAM ENGAGES STUDENTS AND FACULTY IN PROGRAMS SUCH AS INTERNSHIPS, JOB SHADOWING, CAREER DAYS, TOURS, AND OTHER MATERIAL EXPLAINING VARIOUS HEALTH CARE CAREERS. I HAVE SERVED ON THE WIB FOR MORE THAN 12 YEARS, MOST RECENTLY AS CHAIR FOR THREE YEARS.**

**THE WIB HAS PARTNERED WITH US TO PROVIDE CRITICAL GRANT FUNDED PROGRAMS TO MEET OUR CONTINUING NEEDS. TRAINING GRANTS SUCH AS THE WORKFORCE TRAINING FUND, WORKFORCE COMPETITIVE FUND, EXTENDED CARE LADDER INITIATIVE, AND NURSING CAREER LADDER INITIATIVE HAVE BEEN OF GREAT ASSISTANCE. WE ARE PRESENTLY DEVELOPING A REGIONAL CONSORTIA OF HEALTH CARE EMPLOYERS TO DEVELOP SKILLS TRAINING PROGRAMS FOR HEALTH CARE JOBS IN SOUTHEASTERN MASS.**

**SOUTHCOAST HEALTH SYSTEM IS COMMITTED TO DEVELOPING OUR WORKFORCE AND WORKING WITH LOCAL AND STATE AGENCIES TO DEVELOP THE LOCAL WORKFORCE, SO THAT WE CAN CONTINUE TO PROVIDE CRITICALLY NEEDED HEALTH CARE SERVICES TO THE RESIDENTS OF SOUTHEASTERN MASSACHUSETTS. THANK YOU.**

**Jobs Creation Commission**
**Manufacturing Talking Points, Dave Slutz**
**New Bedford Regional Hearing**
**March 9, 2011**

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Good morning – my name is David Slutz, President & CEO of Precix

Our home is here in New Bedford where we employ 338 people on three shifts, seven days a week and have a payroll of over $14 million. We have been in business since 1910.

Precix is a true conversion-based manufacturer in that we take raw materials and through a 10+ stop process convert them to finished products – our products are seals and o-rings that find their way into every automobile produced, commercial and military aircraft and solar/oil and gas applications on a global scale. Last year we produced over 1 billion, yes, billion pieces all on Belleville Avenue.

Precix has benefitted in its affiliation with the workforce development system for the past several years participating in 2 manufacturing sector training initiatives, using the career center to post job openings and prescreen potential employees, and contracting with the workforce investment board for On-the-Job Training (OJT) slots where we are subsidized to train long-term unemployed workers, and the worker has a guaranteed job upon successful completion of training.

Collectively, over the past 8 years, our company, among 6 others, with the help of the WIB, secured $770,000 to train 1,500 workers. The training was designed to improve our productivity and competitiveness in the global marketplace. A unique aspect to the training conducted was the integration of 60 unemployed job seekers to build a pool of trained workers for projected growth.

We are currently involved in a similar WIB driven Workforce Training Fund application being submitted on behalf of the *Southeastern Massachusetts Advanced Manufacturing Consortium*. The consortium includes 13 manufacturing companies, the GNB Industrial Foundation, UMass, Dartmouth's Advanced

Technology & Manufacturing Center, Bristol Community College, NB Economic Development Council, and the career centers.

We are working with 6 other companies based in New Bedford and Fall River representing 3,500 employees. In this case, the WIB brought Bristol Community College to each of our businesses to assess our needs and assimilate training that will be of mutual benefit.

But for the efforts of the WIB organizing and brokering appropriate training providers such as BCC among others, there would not be a consortium. These efforts by the WIB have allowed us to leverage our investments and bring training resources that would cost us a great deal of time and effort to identify and access.

Continuing on…I was asked to address the following questions:

**If there is increased demand for your products will you hire more employees? When do you expect this to happen?** *For us it already has. Our company's position in the global automotive supply chain translates into us being an early indicator…so, while most of the world began recessing in the fall of 2008 when Lehman tipped over we were feeling the downturn in April. Conversely, we are one of the first out so we started getting much busier in August of 2009 and we have been adding workers ever since, to the tune of 143 people or about $6M in payroll. As our markets served continue to grow so will we to the tune of $155,000 in revenue for each employee, so a million in incremental sales = 6.5 additional people. The past 10 years has also seen us insource quite a bit of work that was done on the outside, which translated into 20 or so jobs here for I would prefer to pay our people vs. an outside vendor.*

*We see automotive production and airline flight miles increasing the next few years, which will translate into more people heading into 2013 and beyond.*

**What are the significant costs to doing business that you can attribute to having chosen to do business in this region? Do these costs affect your ability to expand operations and create jobs?**

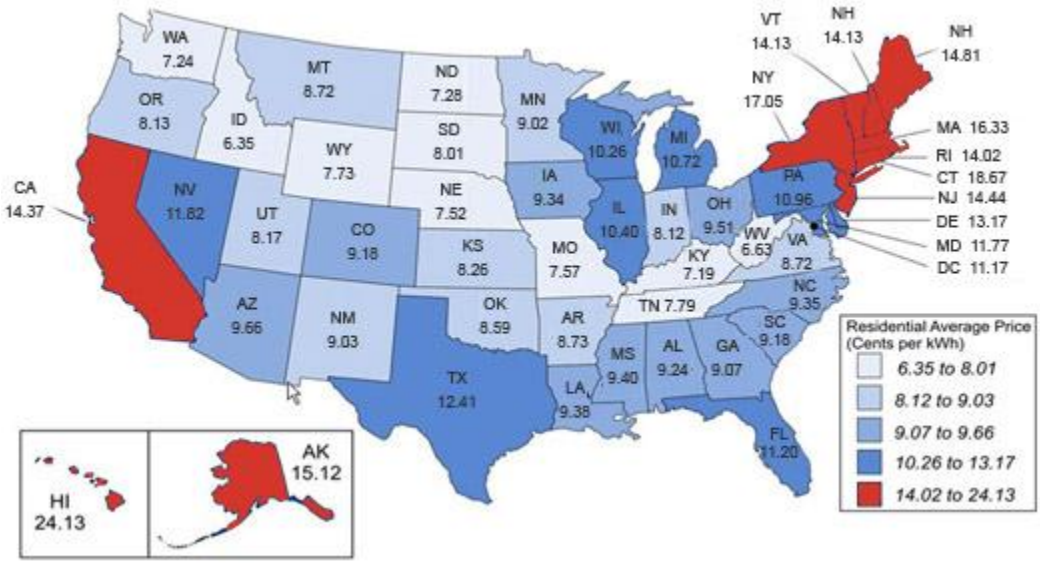
*We compete with much larger companies all over the globe that have varying cost bases and challenges. When we compare ourselves to competitors based here the following stick out as major challenges to us being here in MA:*

- *Medical*
- *Disability*
- *Unemployment insurance*
- *Workers Compensation*

*All told the total cost of a typical production employee is 1.55% that of salary. So, for a worker making a wage of $30,000/yr it costs us approximately $46.4 total to employ them. More typical for those that I speak with in other parts of the country is 1.35%, which 13% less.*

*More troubling for us, being that our process is so energy intensive, is the price of electricity. We do shop the grid and get some of the best pricing around here (11.6 fully delivered) and we are still 2 – 3X that of our competitors in the Midwest and south. This put us at a $800 - $1.2M cost disadvantage when looked at yearly. And should we be required to purchase power from Cape Wind in the future, at roughly 25 cents/kw, we will be at roughly a $2M cost disadvantage – ouch.*

*Lower rates equals more competitive pricing which equals more business and more jobs.*




**Have you experienced productivity advances in the past 5 years? How has that affected your hiring?**

*Yes, our sales/associate has gone up 25% the past five years and 50% in the last decade – most of us that survive and thrive in North America have created similar advances. This advancement was/is not an enabler to get rid of people, it is an enabler for capturing more business via a lower cost basis. It allows us to export product to Europe, South America and Asia, including China. Productivity in manufacturing on a national scale leads people to believe that manufacturing is and/or should be dead in this country…this is not the case. We simply do more with less which is the only way to survive and thrive in a tough global setting.*

**Jobs Creation Commission**
**GNB WIB Chair's Talking Points**
**New Bedford Regional Hearing**
**March 9, 2011**

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Welcome Commissioners to New Bedford and thank you for the opportunity to provide testimony.

My name is Peter Muise and I am the President and CEO of First Citizens' Federal Credit Union. We are an 85 year old financial institution with 160 employees.

I also have the honor and responsibility to currently serve as the current Chairman of the Greater New Bedford Work Investment Board.

The GNBWIB was recently designated as a High Performing Workforce Board by Governor Patrick. As many of you know, this designation is based upon a number of rigorous performance standards that requires it's members fully participate in developing the WIB's priorities and strategies. That includes strategic planning, which resulted in developing a data-driven WIB Scorecard addressing measurable goals for a 3 year period, that governs activities in priority employment sectors, addressing unemployment issues, and establishing youth education initiatives for the region.

The WIB is a broad, cross-section of business, education, labor, economic development, and community based organization leaders. The business-led board works in partnership with Mayor Mitchell and includes representation from:

* Southcoast Hospitals Group
* Titleist
* Joseph Abboud
* Precix
* Five Star Surgical
* BayCoast Bank
* the New Bedford Area Chamber
* UMass - Dartmouth
* Bristol Community College
* extending to Lockheed Martin Sippican in Marion.

These members represent more than 30% of the workforce employed in the greater New Bedford area and reflect the commercial, industrial, and demographic make-up of our region.

There are three priority industries that the WIB is focusing on within it's 3 year plan; Healthcare, Manufacturing and Clean Energy. Within each sector we have established clear goals and plans to support incumbent workers by identifying grant resources to upgrade skills and increase productivity and to assist businesses to grow. Further, as

incumbent workers gain skills and are promoted, we provide opportunities to qualified, unemployed job seekers coordinated through our Career Centers.

Over the past eight years, the GNB WIB, often in partnership with the Bristol WIB, has secured competitive grants totaling more than $1.8 million targeting health care, manufacturing, and the clean energy sectors. Twenty-eight employer organizations have been involved providing education and training services to 3,450 existing workers and 145 unemployed workers.

Current work in progress in the ***Priority Sectors*** includes:

**Health Care:**
Secured a $25,000 Workforce Training Fund Grant to organize a health care consortium of hospitals, extended care facilities and other providers to assess and analyze their employment and training needs. This is an inter-regional effort being led by the GNB WIB in partnership with the Bristol WIB extending to 4 cities and their surrounding communities. A substantial Workforce Training Fund grant application will be developed and submitted to Commonwealth Corporation in late spring followed by the pursuit of other grants to sustain the work of the consortium.

**Manufacturing:**
Over the past year, the GNB WIB has been working with the Bristol WIB and has organized a consortium of 13 manufacturing companies in the Fall River / New Bedford area to form the Southeastern Massachusetts Advanced Manufacturing Consortium (SMAMC). Those companies have been working with UMass Dartmouth's Advanced Technology & Manufacturing Center (ATMC), Bristol Community College and others to assess education and training needs and to prepare a Workforce Training Fund application in the area of $250,000 and to pursue other grants. In a broader context, the consortium is also supporting an effort by the ATMC to secure a $500,000 grant from the Executive Office of Housing and Economic Development to create a virtual institute to coordinate a statewide effort to identify or establish successful industry/education initiatives and bring them to scale statewide.

**Clean Energy:**
In the past year, as a member of the Southeastern Massachusetts Sustainable Energy Partnership, we have partnered with UMass-Dartmouth, Bristol Community College, and the Brockton Area WIB to receive a $25,000 Clean Energy Center grant that has trained 50 incumbent and unemployed workers in the area of photovoltaic design and installation. This has resulted in increased wages and employment opportunities for the incumbent workers and job seekers alike.

There are four ***Priority Populations*** among the WIB's primary strategic objectives, including:

1. Unemployed
2. Out of school youth

3. Non high school completers
4. Low Skilled Incumbent Workers

Current work in progress in the with the ***Priority Populations***:
**Literacy**:

* Developing strategic relationships in the community to foster Adult Literacy to assist the unemployed. Funding constraints in past years have required the WIB to be innovative in supporting providers through collaboration and leveraging resources to identify new funding sources. Some examples of this include:
* Assisting Bristol Community College in successfully attaining a $20,000 Community Foundation grant for Adult Basic Education (ABE) purposes.
* Advocating to align $141,000 in Department of Elementary and Secondary Education ABE Pathway funding for priority sector training.
* Providing funding for 4 Out-of-School Youth programs serving 145 youth who are increasing their educational and literacy skills in non-traditional settings.
* Serving on the Adult Basic Education Advisory Board.
* Participating on Bristol Community College's Middle College Advisory Committee as well New Bedford High School's Turnaround Task Force that is developing a Career Pathways Curriculum for all students.

**Youth Programming:**

Youth Employment and Career Readiness is a critical focus of the WIB that is guided by a dedicated Youth Council and Director. Each year the Youth Council builds upon the success of the previous year with programs such as:
Connecting Activities - a partnership of the WIB, the New Bedford Area Chamber of Commerce and Bristol Community College that provides 400 internship opportunities for students in five area school districts hosted by more than 150 area employers. Funded by a $125,000 state grant, it leverages more than $600,000 in employer paid wages to participants and documents skill gains for MCAS-challenged students.
The WIB works in partnership with the Mayor's Office and operates the Mayor's Summer Jobs Program that elicits private sector funding to provide all youth seeking a summer job the opportunity to gain valuable work experience and earn a stipend.

**On the Job Training:**

The GNB WIB is the Eastern Regional Primary Operator for a National Emergency Grant On the Job Training program that has extended from the North Shore of Massachusetts to Cape Cod. As administrator of the program, we have partnered with 9 Career Centers to market OJT subsidies to employers to hire long term unemployed job seekers. Of the 31 OJT slots currently completed, the New Bedford Career Center has accounted for 18 hired individuals, whose corresponding annual aggregate wages are in the area of $600,000. This program, that has been proven to be highly successful for the unemployed, is due to sunset in June of this year. I highly recommend that the

Commission consider further review of On the Job Training as a tool the state could use to get more long term unemployed workers back to work.

**Summary**

For more than a decade our GNB WIB has maintained an extremely high standard of judiciously investing its grant resources to operate the Career Center and to provide training that leads to a job. Basic to all of this is to look for opportunities to align and leverage our resources to gain maximum impact in all areas the WIB is responsible to serve. In recent years, WIB funding has been decreased dramatically, ***32% this year alone!*** Our unemployment rate remains among the highest in the state. If the Jobs Creation Commission can take one message back to its colleagues, I would ask for additional funds to continue our work to bring our proven programs to a greater scale.

Thank you!

Peter Muise, Chair
Greater New Bedford Workforce Investment Board, Inc.

President/CEO
First Citizens' Federal Credit Union

**Job Creation Hearing**
**NSWIB Career Center, Lynn**
**December 12, 2011**

**Testimony of Nancy Stager**
**EVP/HR & Charitable Giving**
**Eastern Bank**

Good morning and thank you very much for this opportunity to speak with you today. My name is Nancy Stager and I am the Executive Vice President of Human Resources and Charitable Giving for Eastern Bank. I am also the Vice Chair of the North Shore Workforce Investment Board, headquartered in Salem serving 19 cities and towns north of Boston between Saugus and Ipswich.

As Eastern Bank's leader for Human Resources and our Charitable Foundation, recent years have offered me the privilege...the unique perspective...and frankly...the challenge, to bare witness to both sides of the employment equation here in Massachusetts.

Although our employment rates are better here in Massachusetts than elsewhere in the country, it is abundantly clear that we still have many people who want to work and just can't find a job. I see this in the number of unsolicited employment applications we get, and It's also evidenced by the good and necessary work done by the many charitable organizations we support, who, in turn, serve the un—and under-employed people of our region. Even with the donations of philanthropic companies like Eastern and generous individuals, we can only scratch the surface for those dealing with joblessness.

I also see this through my work as Vice Chair of the North Shore Workforce Investment Board, and Chair of the Committee which leads the 3 Career Centers of the North Shore.

It's meaningful to me, and I'm sure to others here today, that we're meeting with you in Lynn. Welcome! This is hometown for Eastern, where roughly one third of our 1700 people are employed in a variety of jobs, all of which are part of strong career ladders in Financial Services, one of the critical industries on the North Shore.

We're the largest independent, mutually-owned, bank in New England--a highly Mission-driven company: focused on being the best we can be for our customers, our colleagues and our communities --these are our only stakeholders. We have no stockholders. We've enjoyed success and recognition, Such as being included in the Boston Globe's Top 100 Places to Work, for 4 years and by JD Powers & Associates as #1 in Customer Satisfaction among Retail Banks in New England, two years running.

Focusing on making Eastern the best we can be requires us to invest continually in training our people. It's not about being magnanimous or altruistic; it's about staying competitive in our

markets. We provide in-house training in skills such as sales, customer service, technology applications related to Banking, and computer applications such as Microsoft Office products. We also provide educational opportunities for our employees through a tuition reimbursement program. And when we hire, we look for people who want to continue to learn.

We have participated in the Commonwealth's Workforce Training Fund, which has had an impact on employees across all levels of the Bank, and we have continued to invest in the training developed through these grants. Over the past three years, we have seen a wave of people turning to local bankers—people they know and trust—and this has helped us thrive. We are fortunate that we have had a very stable employment base throughout this period. As noted in the North Shore WIB Labor Market Blueprint, Financial Services in this region employs over 6,000 people and our employment base has held steady for the past 7 – 10 yrs.

The North Shore WIB's most recent Economic Development Snapshot also bears this out; Financial Services received high ratings from non-traditional investors, the real estate and construction communities, and the government/non-profit sector; as an industry that is critical to the economy of the North Shore. While job growth has been slow, layoffs have been minimal, providing those working in this industry with stability. It is hard to predict what the future will bring, but at Eastern, we are optimistic that the future will include job growth particularly in middle- and high-skill jobs.

Throughout the recession, Eastern has had good jobs available for those with the skills we need. We are currently recruiting for about 25 openings, all of which are listed on our website, including commercial banking, insurance, customer service, IT, and marketing. We are active business customers of the North Shore Career Centers, and use all of their services, including job listings, partnerships-in-training grants, and job-fair participation, to help fill these openings.

As legislative leaders for our Commonwealth, we are very happy that you are making time to listen to the challenges we face in filling these positions, and in creating more jobs.

The overarching issue is a mismatch between the skills applicants possess, and the skills we need. Sounds so simple, but so much goes into making the necessary changes. It might help to understand the skills that Eastern, and others like us, need.

The people we hire must have...

1. A basic skill set. The ability and confidence to read, write, communicate, and, perhaps most importantly for a bank, calculate at at least the high school level. The primary reason that entry-level employees fail in their jobs within the first few months of employment stems from a lack of basic skills.

2. Relationship skills. The ability to serve customers fully, to build authentic relationships with our customers and recognize when they have a need we can help them with. Yes, this is

"Sales," but it's fundamentally ensuring that our customers are getting all of their financial needs met in a trusting environment.

3. Technical skills. Knowledge, understanding, and confidence working with the ever expanding, complex technology that is behind every action within the Bank. Technology makes us more efficient and more accurate, allows us to predict future trends, and leads to strong decisions that support our success. Every individual we employ must be able to work in such an environment.

4. Compliance and Regulatory skills. The ability to work in a highly-regulated environment, where every action that is taken must be accounted for within the ever-increasing rules under which we exist. Employees must have a value system that protects the bank and our customers from any infraction, small or large, that could easily lead to permanent damage to both the company and the customer.

5. A continued thirst for learning. The willingness to gain new and more complex skills, either through in-house training programs or independently, gaining college or industry-recognized credentials that improve accuracy and quality of work products. Candidates need a willingness to continually hone these skills. We need to be convinced that we're investing in people who understand that their learning is on-going...it never stops.

Any company can thrive and grow with a labor force with these skills and aptitudes. Economic growth, leading to job retention and job creation, is possible with a workforce that is educated within these parameters.

**Our State policies should be designed around supporting a workforce system that can find, develop, and provide this type of workforce to all companies across the Commonwealth.**

You've asked about "what we do when we can't find people with these skills?" We act through our Workforce Investment Board to solve this problem. Most recently, we partnered with three other North Shore banks, Operation Bootstrap, North Shore Community College, the WIB, and our Career Centers to:

1. Better define these skills for ourselves and our education partners;
2. Research and choose a new assessment system, to better understand applicant skills and to better predict their success in employment; and
3. Work with Bootstrap and the College to develop a training program that helps entry level folks prepare for careers in banking.

This project, funded through the Workforce Competitiveness Trust Fund, was enormously successful, and helped all partners better understand each other's needs and address them. Building on this experience, North Shore Community College is now working to develop a credit-bearing Certificate and Associate Degree program in Financial Services, providing another source for new hires and for our current hires to increase their education. As a member of the

WIB, I also know of other Sector-Specific projects in our region (in Manufacturing, Health Care and Clean Energy) which have had a significant impact on employers and resulted in jobs and higher wages for incumbent workers. This is what we call success.

Your continued support of initiatives such as these is CRITICAL, if we are to get and keep people employed and our companies moving on the North Shore. Programs like the Workforce Training Trust Fund and the WCTF truly address the skill gap which is keeping us from retaining existing workers and hiring new people into jobs which increasingly require higher and higher skill levels. I hope you see these as successful investments in our economy and find resources to continue this opportunity.

One final comment that I would like to add involves our work with the "Emerging Workforce." With so many un-employed adults, it is extremely difficult for our teams to find work experiences. We are very concerned that teens receive the education, training and career exploration activities that afford them success as adult workers, and that provide us with a pipeline for employees. Eastern Bank has done this through two primary methods – educating the Teacher and educating the Teen:

1. Participating in Teacher Externships, where we have employed teachers during the summer months to experience their knowledge area in the work world and bring these skills back into the classroom. By working with teachers we believe we are creating levers for hundreds of students helping them to see and understand the importance of staying in and doing their best in school.

2. Participating in School-to-Career activities such as our F1rstJobs. Each year Eastern Bank employs several area teens in various capacities throughout the bank. Supported through private donations (including Eastern's), and generous grants through the Commonwealth of Massachusetts, these teens have learned so much about what they would like (and perhaps what they would NOT like) to do for the rest of their lives, and what steps they have to take with their own education to be successful.

Both these programs are invaluable to any economic development and job creation effort and we can't urge you enough to continue supporting them.

In closing, I'd like to echo Governor Duval Patrick, *"...working people [And I would add: and those seeking employment] see their stakes and their future in the plans we're putting forward to move Massachusetts forward."*

The stakes have never been higher. Eastern, and other like-minded companies on the North Shore, are committed to moving Massachusetts forward, but we need your help to provide funding and oversight for programs like the ones I've mentioned. Thank you for your time and attention. I look forward to answering your questions.

# Jobs Creation Commission
# Karen Frederick Testimony
# Lowell Regional Hearing
# February 10, 2012

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**To:** **Senator Karen Spilka, Jobs Creation Commission, Co Chair**
**Representative Joseph Wagner, Jobs Creation Commission, Co Chair**
**Jobs Creation Commission Members**

**From:** **Karen Frederick, Executive Director**
**Community Teamwork, Inc.**

**Date:** **February 10, 2012**

**RE:** **Public Testimony – Increasing Job Creation**

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**What Makes and Maintains as Many Jobs As Possible for Those Who Need Them?**

For the past 47 years, Community Teamwork has served as the Community Action Agency for the Greater Lowell area and just last year, we served over 46,000 individuals from across the region. We've long recognized that many things need to fall into place in order to break down the cycle of poverty but two of the most key elements include education and job training. Over the years, CTI has done a lot of work in order to better understand the employment and training needs of those we serve. Not long ago, our Workforce Development Division administered an in-depth Entry-Level Workforce Needs Assessment Survey and uncovered several key findings:

- Employers reported very little problem recruiting and hiring entry-level employees, but had difficulty with the high turnover at this level.
- Employers are sensitive to the difficulties faced by entry-level employees who try to obtain the credentials that they need in order to advance, but are at loss over what to do about it.
- Low-income job seekers are very interested in gaining new job training and educational opportunities but some face many barriers.
- Financial Aid, Child Care and Transportation were the top three barriers facing low-income job seekers.
  AND
- There is a large gap between entry-level wages and the next step up

**What is CTI doing about this?**
At Community Teamwork Inc. (CTI) we work to bridge the gap between employers and our clients. From what we have personally experienced at CTI and from what we are hearing from local employers, the best hire is a trained individual who has the right mindset, attitude and wherewithal to bring value to the organization. In order to better assess a job-seeker's readiness around mind-set, CTI developed a unique job readiness program that combines training and career readiness facilitation as well as opportunities to train externally with employers in the community.

**CTI is working in conjunction with the Fireman Foundation on an Education and Workforce Development Planning Grant targeting homeless and at-risk families. We have put in place:**

- **Job Readiness Training**- A five-week pre-employment curriculum that teaches soft skills such as punctuality, appropriate attire, teamwork, conflict resolution, job search

techniques and combines computer training, financial literacy and self-confidence and self-esteem building.

- **Job Training** - CTI has developed several job training initiatives including Commercial Drivers License Training, Pre-School Teacher Training, Healthcare Training, Weatherization Training, and Construction Training

- **Partnerships** - Strengthening partnerships to ensure that workforce services better align with the needs or our clients.
    - Integrating Career Center employees into the Workforce Development Team to bridge the workforce and human service needs of clients
    - Developing agreements with Vocational schools to provide slots for CTI clients in order to access sustainable-wage job training opportunities (such as LPN training)
    - Expanding employer partnerships who agree to interview and prioritize qualified graduates of CTI's job readiness program

- **Employment Supports** - Providing access to child care, transportation, case management and other supportive services in support of steady employment so that low-income workers can balance work and family

**Key Factors to Increase Job Creation:**
Bridging the skills-gap towards job creation will not only require public-private sector collaborations as well the right investments in vocational and skills training, but it will also require job-seekers to get to a level of understanding about what it takes to compete and be marketable in this job market. Community Teamwork Inc.'s job readiness program has been successful in boosting the confidence of job-seekers and providing them with necessary and creative tools to market and distinguish themselves with the right mind-set that employers will want to hire.

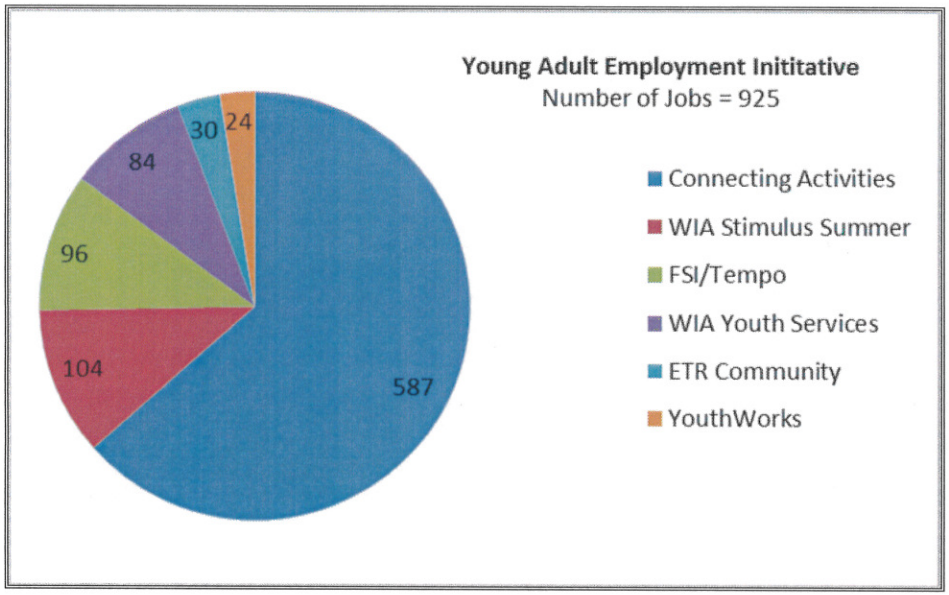
**Invest in Job Training**
- Increase access to appropriate education and training programs for entry-level workers.

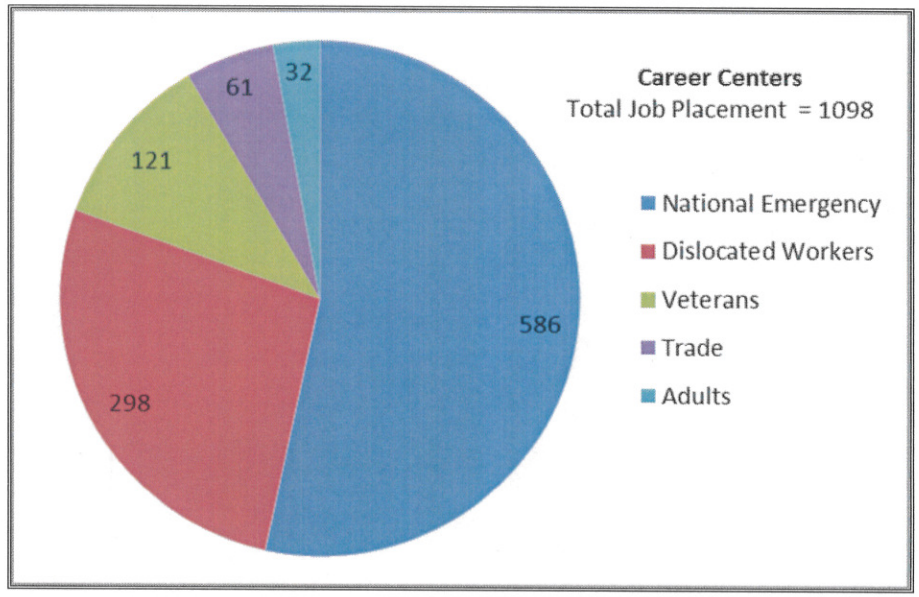
**Invest in Employment Supports**
- Increase access to employment supports such as child care and transportation and integrate these resources with employment training programs in order to create a pathway toward economic self-sufficiency for entry-level workers.

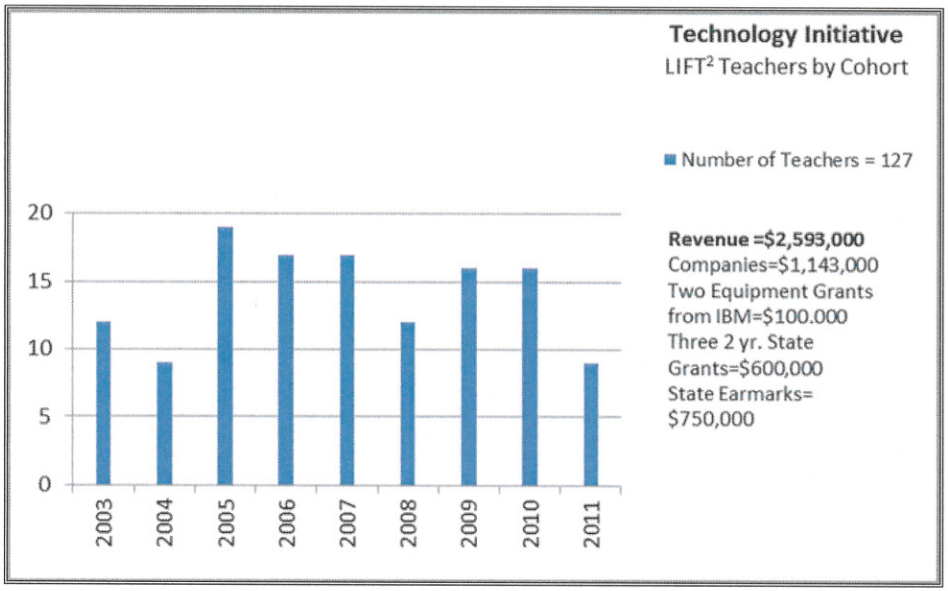
**Invest in Americans**
- Stop outsourcing jobs and invest in the American workforce

**Invest in Small Business Growth**
- Business start-ups contribute a great deal to job creation and they stimulate the economy.

**Partnerships for a Skilled Workforce, Inc.**
**Fiscal Year FY11**
**July 1, 2010 – June 30, 2011**




***HEALTH CARE LEARNING NETWORK™***
Product in Development--2007-2011

Live on-line, web presence
214 enrolled low-wage nursing home and hospital workers
253 enrolled adult education students
Four College Prep Courses: Computers for College, Preparation for Health Care Careers (Reading/Writing),
Health Math, Health Science

**Partnerships for a Skilled Workforce, Inc.**
**Fiscal Year FY11**
**July 1, 2010 – June 30, 2011**

**Project Descriptions**

Career Centers. Centers in Marlborough, Newton and Norwood match job seekers with employers who are recruiting workers. They provide job search assistance to both employed and unemployed people. In FY11, the centers served approximately 14,000 people.

Young Adult Employment Initiative. Both high school students and young adults who are not in school receive job search instruction and placement services in their schools, at TEMPO, a youth center in Framingham, and at Employment and Training Resources in Marlborough, Norwood, and Framingham. In FY11, the YAEI served 925 young people.

Technology Initiative. Leadership Initiative for Teaching and Technology (LIFT2) has enrolled 127 teachers since its inception in 2003. Teachers work in STEM companies and complete one Framingham State University course during the summer. They take two additional courses during the school year to transform their classroom to support project-based learning and teamwork. The companies have paid $1,143,000 to pay teachers an $800 per week stipend.

HealthcareWorks. The Health Care Learning Network™ is a web-based, health care contextualized, self-paced, instructor facilitated college preparatory program for nurses aides and other front-line health care workers. The four courses are Computer for College, Preparing for Health Care Careers, Health Math and Health Science. Four hundred and eleven individuals have enrolled since September 2008. 152 have completed HCLN™ coursework and enrolled in post-secondary programs or have applications pending.

MassLMI
Labor Market Information

# Boston Region Factsheet

**Boston-Cambridge-Quincy, MA NECTA Division**
**Framingham, MA NECTA Division**

*Workforce Areas*
*Boston*
*Metro North*
*Metro South/West*
*South Shore*

## December 2011

| Massachusetts (*Seasonally Adjusted*) | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 3,496,600 | 3,495,300 | 3,499,900 |
| Employed | 3,257,300 | 3,251,200 | 3,208,300 |
| Unemployed | 239,300 | 244,100 | 291,700 |
| Rate | 6.8% | 7.0% | 8.3% |

| Massachusetts (*Not Seasonally Adjusted*) | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 3,483,300 | 3,488,000 | 3,488,300 |
| Employed | 3,255,400 | 3,266,100 | 3,209,100 |
| Unemployed | 228,000 | 221,900 | 279,200 |
| Rate | 6.5% | 6.4% | 8.0% |

| Boston-Cambridge-Quincy, MA NECTA Division | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 1,545,454 | 1,548,944 | 1,542,443 |
| Employed | 1,461,346 | 1,465,435 | 1,437,727 |
| Unemployed | 84,108 | 83,509 | 104,716 |
| Rate | 5.4% | 5.4% | 6.8% |

| Framingham, MA NECTA Division | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 149,380 | 149,492 | 148,310 |
| Employed | 142,179 | 142,502 | 139,131 |
| Unemployed | 7,201 | 6,990 | 9,179 |
| Rate | 4.8% | 4.7% | 6.2% |

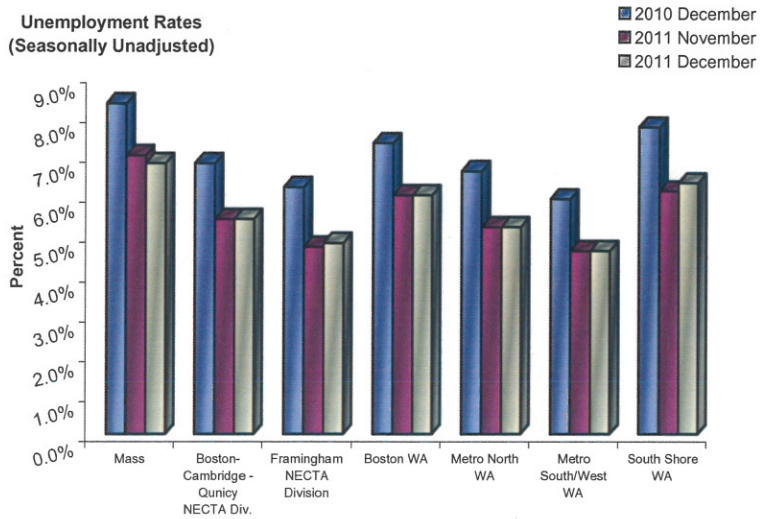
| Boston Workforce Area | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 328,123 | 329,182 | 327,437 |
| Employed | 308,489 | 309,352 | 303,503 |
| Unemployed | 19,634 | 19,830 | 23,934 |
| Rate | 6.0% | 6.0% | 7.3% |

| Metro North Workforce Area | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 419,055 | 420,259 | 418,357 |
| Employed | 397,168 | 398,279 | 390,747 |
| Unemployed | 21,887 | 21,980 | 27,610 |
| Rate | 5.2% | 5.2% | 6.6% |

| Metro South/West Workforce Area | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 494,871 | 495,948 | 493,100 |
| Employed | 471,879 | 473,187 | 463,864 |
| Unemployed | 22,992 | 22,761 | 29,236 |
| Rate | 4.6% | 4.6% | 5.9% |

| South Shore Workforce Area | 2011 | | 2010 |
|---|---|---|---|
| | December | November | December |
| Labor Force | 284,263 | 284,318 | 283,950 |
| Employed | 266,298 | 267,084 | 261,972 |
| Unemployed | 17,965 | 17,234 | 21,978 |
| Rate | 6.3% | 6.1% | 7.7% |

**Unemployment Rates (Seasonally Unadjusted)**




| Number of Claimants by Selected Industries December 2011 | Boston | Metro North | Metro S/W | South Shore |
|---|---|---|---|---|
| Construction | 704 | 974 | 656 | 1,184 |
| Manufacturing | 244 | 410 | 492 | 300 |
| Wholesale Trade | 201 | 301 | 335 | 231 |
| Retail Trade | 605 | 494 | 479 | 536 |
| Transportation and Warehousing | 228 | 264 | 101 | 175 |
| Professional, Scientific and Tech. Services | 583 | 772 | 768 | 411 |
| Admin. & Support & Waste Mgt & Redempt. | 1,019 | 905 | 802 | 709 |
| Health Care and Social Assistance | 878 | 707 | 587 | 578 |
| Accommodation and Food Services | 767 | 636 | 258 | 547 |

| Number of Claimants by Selected Occupations December 2011 | Boston | Metro North | Metro S/W | South Shore |
|---|---|---|---|---|
| Management | 700 | 922 | 1,249 | 783 |
| Business and Fiscal Operations | 309 | 375 | 369 | 330 |
| Education, Training and Library | 304 | 570 | 308 | 188 |
| Food Preparation and Serving | 671 | 574 | 264 | 518 |
| Sales and Related | 642 | 513 | 502 | 502 |
| Office and Administrative Support | 1,147 | 1,135 | 860 | 901 |
| Construction and Extraction | 760 | 936 | 599 | 1,130 |
| Production Occupations | 453 | 447 | 304 | 362 |
| Transportation and Material Moving | 504 | 458 | 228 | 351 |

| Claimants Average Weekly Wage by Selected Occupations December 2011 | Boston | Metro North | Metro S/W | South Shore |
|---|---|---|---|---|
| Management | $1,579.27 | $1,794.46 | $2,404.36 | $1,771.22 |
| Business and Fiscal Operations | $1,391.07 | $1,345.26 | $1,683.08 | $1,261.85 |
| Education, Training and Library | $869.40 | $918.66 | $923.24 | $895.94 |
| Food Preparation and Serving | $555.44 | $616.68 | $700.20 | $556.21 |
| Sales and Related | $790.69 | $847.72 | $1,293.49 | $978.30 |
| Office and Administrative Support | $689.92 | $731.70 | $887.27 | $733.90 |
| Construction and Extraction | $1,046.28 | $1,119.16 | $1,064.67 | $1,145.38 |
| Production Occupations | $688.33 | $795.01 | $881.66 | $805.37 |
| Transportation and Material Moving | $725.58 | $737.75 | $777.11 | $814.02 |



Prepared by Office of Economic Research

MassLMI
Labor Market Information

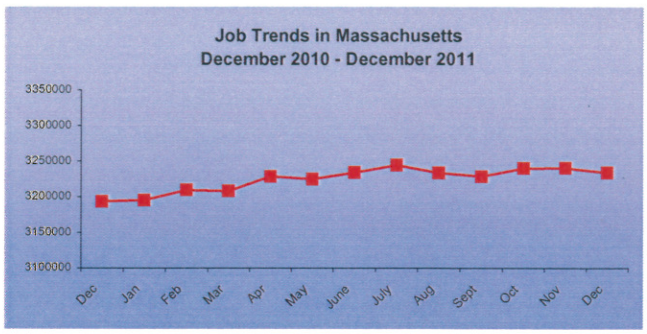
# Boston Region Factsheet

*Boston-Cambridge-Quincy, MA NECTA Division*
*Framingham, MA NECTADivision*

**December 2011**

| Current Employment Statistics (CES-790) Massachusetts *(Not Seasonally Adjusted)* | | |
|---|---|---|
| | December | |
| Industry | 2010 | 2011 |
| TOTAL NONFARM | 3,212,800 | 3,253,300 |
| Total Private | 2,767,200 | 2,812,500 |
| Natural Resources and Mining | 1,100 | 1,100 |
| Construction | 103,600 | 106,000 |
| Manufacturing | 256,100 | 260,800 |
| Durable Goods | 167,100 | 169,300 |
| Nondurable Goods | 89,000 | 91,500 |
| Trade, Transportation and Utilities | 562,500 | 570,300 |
| Wholesale Trade | 123,300 | 124,700 |
| Retail Trade | 353,400 | 359,300 |
| Transportation, Warehousing and Utilities | 85,800 | 86,300 |
| Information | 85,800 | 87,900 |
| Financial Activities | 206,700 | 208,400 |
| Professional and Business Services | 460,800 | 476,800 |
| Educational and Health Services | 680,500 | 682,800 |
| Leisure and Hospitality | 293,900 | 298,600 |
| Other Services | 116,200 | 119,800 |
| Government | 445,600 | 440,800 |
| Federal Government | 47,900 | 47,300 |
| State Government | 125,000 | 124,600 |
| Local Government | 272,700 | 268,900 |

| Current Employment Statistics (CES-790) Boston-Cambridge-Quincy, MA NECTA Division | | |
|---|---|---|
| | December | |
| Industry | 2010 | 2011 |
| TOTAL NONFARM | 1,690,600 | 1,722,700 |
| Total Private | 1,486,500 | 1,518,500 |
| Natural Resources and Mining | 300 | 300 |
| Construction | 48,400 | 50,600 |
| Manufacturing | 93,200 | 96,300 |
| Durable Goods | 61,200 | 63,500 |
| Nondurable Goods | 32,000 | 32,800 |
| Trade, Transportation and Utilities | 246,700 | 252,300 |
| Wholesale Trade | 57,200 | 61,300 |
| Retail Trade | 149,300 | 150,100 |
| Transportation, Warehousing and Utilities | 40,200 | 40,900 |
| Information | 57,600 | 59,900 |
| Financial Activities | 144,400 | 144,500 |
| Professional and Business Services | 294,000 | 301,200 |
| Educational and Health Services | 387,100 | 390,600 |
| Leisure and Hospitality | 152,200 | 157,300 |
| Other Services | 62,600 | 65,500 |
| Government | 204,100 | 204,200 |
| Federal Government | 28,800 | 28,300 |
| State Government | 55,100 | 54,900 |
| Local Government | 120,200 | 121,000 |

| Current Employment Statistics (CES-790) Framingham, MA NECTA Division | | |
|---|---|---|
| | December | |
| Industry | 2010 | 2011 |
| TOTAL NONFARM | 153,800 | 158,400 |
| Total Private | 137,400 | 142,000 |
| Natural Resources and Mining, Construction | 5,700 | 6,000 |
| Manufacturing | 23,100 | 25,300 |
| Durable Goods | 17,700 | 19,400 |
| Trade, Transportation and Utilities | 29,900 | 30,700 |
| Wholesale Trade | 8,400 | 8,600 |
| Retail Trade | 19,600 | 20,200 |
| Transportation, Warehousing and Utilities | 1,900 | 1,900 |
| Information | 5,400 | 5,300 |
| Financial Activities | 4,900 | 4,900 |
| Professional and Business Services | 29,800 | 30,500 |
| Educational and Health Services | 22,000 | 22,200 |
| Leisure and Hospitality | 11,900 | 12,200 |
| Other Services | 4,700 | 4,900 |
| Government | 16,400 | 16,400 |
| Federal Government | 2,100 | 2,000 |
| State Government | 2,700 | 2,600 |
| Local Government | 11,600 | 11,800 |

| Current Employment Statistics (CES-790) New England Region by State (*Seasonally Adjusted*) | | |
|---|---|---|
| | December | |
| | 2010 | 2011 |
| New England Region | 6,790,000 | 6,852,100 |
| **Massachusetts** | **3,193,800** | **3,234,500** |
| Connecticut | 1,618,800 | 1,627,800 |
| Maine | 593,600 | 593,700 |
| New Hampshire | 627,000 | 634,400 |
| Rhode Island | 458,200 | 458,700 |
| Vermont | 298,600 | 303,000 |