# ATTACHMENT H

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**American Recovery and Reinvestment Act (ARRA) of 2009**

**Planning Questions**

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

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

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

### Economic Analysis

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

   a. What are the locally identified economic trends and emerging industries for job growth in the near and long term?
   b. What are the anticipated emerging hiring trends for these industries?
   c. Please include information with regard to the general Career Center customer demographic trends (education level, work history, etc.) since the recession began, including unemployment insurance claimant trends in your region, and how these trends have influenced ARRA planning strategies.

### Collaboration

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

### Services

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

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

5. What specific strategies will be implemented to ensure the capacity of the area workforce system to provide services to a significantly expanded customer base?

   a. What additional services will be provided to accommodate an increased influx of customers?
   b. Does the strategy include hiring additional staff? If so, please describe the staff hiring plan.

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

   a. Please explain your strategies for triaging customer needs.
   b. How will this include examination of the customer base to better understand work history trends? Identification of transferable skills?
   c. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased related to pre-screening, assessment and referral; bearing in mind that quality referral to apprenticeship or open-shop jobs will require specific skills and experience?
   d. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased to provide job placement assistance that meets the supply/demand criteria for the emerging job market?

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

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

## Training

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

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

11. Will the following training strategies be utilized?

| | | |
|---|---|---|
| ITA | ___yes | ___no |
| Group Training | ___yes | ___no |
| OJT | ___yes | ___no |
| Customized | ___yes | ___no |
| Skill Upgrading | ___yes | ___no |
| ABE/ESOL | ___yes | ___no |

(in connection with occupational)

12. In conjunction with provisions of the Recovery Act, for FY2010, will the local area contract with institutions of higher education or other eligible training providers to provide group training?
    a. Please describe the criteria that would guide that decision.
    b. How will the local area assure that such action will not limit customer choice?

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

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

    Support Services              ___yes          ___no

    Needs Related
    Payments                      ___yes          ___no

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

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


**Job Match, Job Development, Job Referral, Job Placement**


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

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

**Priority of Service**

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

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

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

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

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

**Transparency**

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

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## Part B: Reemployment Services (RES) Program

### Service Delivery

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

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

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

### Service Components

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

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

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

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

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

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

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

7. Does the local area have a **Triage/Mini Assessment** tool that will allow a quick but accurate gauge of the participant's job search skills?

    a. If yes, please identify the tool(s) that will be used.
    b. If no, please describe your plan to identify or develop such a tool?

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

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

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

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

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

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

**Career Center Group Services**

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

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

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

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

## Training Services

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

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

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

## Job Match, Job Development, Job Referral and Job Placement

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

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

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

## Ongoing Customer Contact

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

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

## Reporting

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

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

# ATTACHMENT H

## Part C: Youth Program

__Section A:__ **please provide one or two paragraphs of narrative response to each question.**

| A.  PROGRAM  PERIODS |  |
|---|---|
| 1)  Briefly summarize local plans to implement programming between February 17, 2009 and June 30, 2011.  Use the different time frames listed below to guide your response.  In addition, approximate the local area's spending rate in percentage in each timeframe.  (Attach a Board approved plan of action, with timelines, for spending the ARRA funding between if available).  Please include information on planned enrollments, as listed in Attachment G, Chart 4, as you respond to these questions. | |
| **February – April 2009** | |
| **May to Sept 2009** | |
| **Oct 2009 to April 2010** | |
| **May to Sept 2010** | |
| **Oct 2010 to June 2011** | |
| 2). Describe how the local area will balance the need to spend money quickly to stimulate the economy with the need to provide quality programming to youth served with ARRA/WIA funding? | |
| **Please Describe** | |

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

| B.  WAGES/STIPENDS | Yes | No |
|---|---|---|
| 1).  Will the wages being paid to ARRA/WIA Title I Summer Youth customers meet the Massachusetts minimum wage requirements (TEGL 14-08 Section 16C)?  If no describe your policy regarding wages. | | |
| **Please Describe** | | |
| 2). Will any ARRA/WIA Title I Summer Program Youth customers receive wages or stipends for the classroom portion of their summer employment?  If yes, please describe the board approved policy regarding wages/stipends for classroom portions of the summer employment (TEGL 14-08 Section 16C). | | |
| **Please Describe** | | |
| 3). Will the local area provide Supportive Services to participants during the | | |

| B.  WAGES/STIPENDS | Yes | No |
|---|---|---|
| summer program? If yes, please describe the board approved policy regarding supportive services. | | |
| **Please Describe** | | |
| 4).  Will the local area use the Work Opportunity Tax Credit (WOTC) as an incentive to employers to hire disconnected youth ages 16-24? If yes, please describe the anticipated process. | | |
| **Please Describe** | | |
| 5).  The Secretary of Labor and Workforce Development has placed a wage cap at $12 per hour for Title I WIA youth program participants being served with ARRA funds.  Will the local area's wage exceed this standard?  (If yes describe your policy regarding wages.) | | |
| | | |

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

| C.  WORKSITE/EMPLOYER SELECTION |
|---|
| 1).  What will the local area do to ensure that participating worksites offer meaningful work experiences for customers that match career interests and aptitudes that are developmentally appropriate and introduce and reinforce the rigors, demands, rewards, and sanctions associated with holding a job (TEGL 14-08 section 16E)? |
| **Please Describe** |
| 2).  Describe how the local area will recruit employers that are committed to helping participants receive the experience and training that is required to meet the work readiness goals set for summer employment participants (TEGL 14-08 Section 16E)? |
| **Please Describe** |
| 3).  What actions will the local area take to ensure that work experience arrangements do not unfavorably impact current employees, do not impair existing contracts for services or collective bargaining agreements and the fair selection process for worksites (TEGL 14-08 Section 16E)? |
| **Please Describe** |
| 4). What is the local area's plan to focus services on the neediest youth, including youth at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless and runaway youth, youth of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities (TEGL 14-08 Section 16E), see also section G? |
| **Please Describe** |

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| C.  WORKSITE/EMPLOYER SELECTION |
|---|
| 5).  What is the local area's plan to provide age appropriate work experiences for the various youth cohorts including younger youth (ages 14 – 18) Older Youth (ages 19 – 21) and Young Adults (ages 22 – 24) (TELG 14-08 section 16E)? |

| **Please Describe** | |
|---|---|

| D.  FRAMEWORK SERVICES |
|---|
| 1). Please describe the local area processes and organizational responsibility for determining eligibility including use of the 5% window. |

| **Please Describe** | |
|---|---|

| 2).  What tool(s) will the local area consider appropriate for the objective assessment and flexibility for documenting the individual service strategy of youth served with ARRA/WIA funds during the summer months. (TEGL 14-08 section 16E)? |
|---|

| **Please Describe** | |
|---|---|

| 3).  How will the assessment tools described in question 2 assist in determining which of the program design elements will be part of the summer program (refer to Part F of this plan for list of program design options)? |
|---|

| E.  ADMINISTRATIVE READINESS |
|---|
| 1). What staffing plan is in place in order to implement the ARRA/WIA between February 17, 2009 and June 30, 2011?  Please describe and enumerate the positions at the LWIB, Framework Service Provider and Vendors including those necessary to determine eligibility for a larger number of youth.  In addition describe any training that is planned for new staff. |

| **Please Describe** | |
|---|---|

| 2). What plans are in place to ensure the local area will be able to spend at least 30% of funding on out of school youth as required by WIA (TEGL 14-08 section 6 C)? |
|---|

| **Please Describe** | |
|---|---|

| 3). What are the plans for monitoring (fiscal and program) the ARRA/WIA project through June 2011?  Please describe specifically monitoring plans during the summer (TEGL 14-08 Section 9).  Attach a fiscal and program monitoring schedule with timelines. |
|---|

| **Please Describe** | |
|---|---|

| 4). Will the local area have the capacity to operate the ARRA/WIA program and the regular WIA program concurrently and will there be any foreseeable problems spending the funds before June 2011? |
|---|

| **Please Describe** | |
|---|---|

| 5). Massachusetts has requested specific waivers from USDoL which have not yet been approved in time for this plan.  Which of these does the local area anticipate implementing for the |
|---|

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<table>
<tr><td colspan="2" align="center">**E. ADMINISTRATIVE READINESS**</td></tr>
<tr><td colspan="2">ARRA/WIA program (ITA's for youth, framework/Follow up non-procurement, ARRA procurement flexibility, use of the work readiness for indicator for 18 - 24 after the summer only)? (if none enter N/A).</td></tr>
<tr><td>**Please Describe**</td><td></td></tr>
</table>

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

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

| | |
|---|---|
| **Please Describe** | |
| 4). What will the local area do to prioritize veterans or their spouses who are eligible for the ARRA/WIA Title I youth services (TEGL 14-08 section 16C)? | |
| **Please Describe** | |
| 5). How will the local area ensure there are opportunities for those older and out of school youth that are not returning to school after September 2009 to reconnect into academic or occupational or other training opportunities (TEGL 14-08 section 16E)? | |

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

| G.  CONNECTIONS TO STATE YOUTH SERVING AGENCIES | Planned Enrollments |
|---|---|
| Department of Children and Families | |
| Department of Mental Health | |
| Department of Transitional Assistance | |
| Department of Youth Services | |
| Massachusetts Rehabilitation Commission | |
| Massachusetts Juvenile or Family Court | |
| Other | |
| Other | |
| **Please Describe** | |

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

| H.  WORK READINESS INDICATOR | | | |
|---|---|---|---|
| Skill Group | Documentation Source | Specific Work Readiness Goals | Check here if Yes |
| **Career Readiness Skills** | **Local Decision** | World of work awareness | |
| | | Labor Market knowledge | |
| | | Occupational Information | |
| | | Values Clarification | |
| | | Career Planning | |

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| | H.  WORK READINESS INDICATOR | | |
|---|---|---|---|
| Skill Group | Documentation Source | Specific Work Readiness Goals | Check here if Yes |
| | | Job Search Techniques | |
| **Work Ethic and Professionalism** | **Mass Work Based Learning Plan** | Daily Living Skills | |
| | | Attendance and Punctuality | |
| | | Workplace Appearance | |
| | | Accepting Direction/Criticism | |
| | | Motivation and Taking Initiative | |
| | | Workplace culture, policy & safety | |
| **Communication & Interpersonal Skills** | **Mass Work Based Learning Plan** | Speaking | |
| | | Listening | |
| | | Interacting with Co-Workers | |
| | | Speaking | |
| **Other** | **Other** | Other | |
| **Other** | **Other** | Other | |
| **Other** | **Other** | Other | |
| **Please Describe** | | | |
| 1). What pre-employment workshops or work readiness curriculum will be instituted to provide youth a baseline for entering worksites and achieving the work readiness outcome?  Please consider career center seminars, vendor curriculums, or work experiences models. | | | |
| **Please Describe** | | | |