

U.S. DEPARTMENT OF LABOR  
EMPLOYMENT AND TRAINING  
ADMINISTRATION (DOL/ETA)

NOTICE OF  
AWARD (NOA)

Under the authority of the *Consolidated Appropriations Act, 2016, Pub. L. 114-113., Div. H, Title I; the National Apprenticeship Act, 29 U.S.C. § 50; and 29 C.F.R. Part 29*, this grant or agreement is entered into between the above named *Grantor Agency* and the following named *Awardee*, for a project entitled - *ApprenticeshipUSA State Expansion Grants*.

Name & Address of Awardee:  
MASSACHUSETTS EXECUTIVE OFFICE OF LABOR AND  
WORKFORCE DEVELOPMENT  
19 STANIFORD STREET  
BOSTON, MASSACHUSETTS 02114-2502

Federal Award Id. No. (FAIN): AP-30080-16-60-A-25  
CFDA #: 17.285- Apprenticeship USA Grants  
Amount: \$1,500,000.00  
EIN: 046002284  
DUNS #: 947581567

Accounting Code: 1630-2017-0501741617BD201701740024165AP001A0000AATELSAATELS-A90600-410023-ETA-  
DEFAULT TASK-

The Period of Performance shall be from **November 01, 2016 thru April 30, 2018**.  
Total Government's Financial Obligation is **\$1,500,000.00** (unless other wise amended).

Payments will be made under the Payments Management System, and can be automatically drawn down by the awardee on an as needed basis covering a forty-eight (48) hour period.

In performing its responsibilities under this grant agreement, the awardee hereby certifies and assures that it will fully comply with all applicable Statute(s), and the following regulations and cost principles, including any subsequent amendments:

**Uniform Administrative Requirements, Cost Principles, and Audit Requirements:**

2 CFR Part 200; Uniform Administrative Requirements, Cost Principles, and Audit Requirements; Final Rule  
2 CFR Part 2900; DOL Exceptions to 2 CFR Part 200;

**Other Requirements (Included within this NOA):**

Condition(s) of Award (if applicable)  
Federal Award Terms, including attachments

**Contact Information**

The Federal Project Officer (FPO) assigned to this grant is Trevor Capon. Trevor Capon will serve as your first line point of contact and can be contacted via e-mail - [capon.trevor@dol.gov](mailto:capon.trevor@dol.gov). If your FPO is not available, please call your Regional Office at 617-788-0170 for assistance.

90-day Temporary ICR

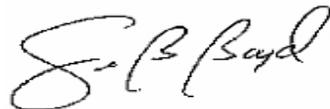
The awardee's signature below certifies full compliance with all terms and conditions as well as all applicable Statutes(s), grant regulations, guidance, and certifications.

Signature of Approving Official - **AWARDEE**

Signature of Approving Official - **DOL / ETA**

See SF-424 for Signature

No Additional Signature Required



SERENA BOYD, November 21, 2016  
Grant Officer

**SPECIAL CONDITIONS**  
**Massachusetts Executive Office of Labor and Workforce Development**  
**Grant # AP-30080-16-60-A-25**

The submitted application requires modifications as indicated below. As a condition of this grant award, the recipient must agree to address the issues identified in the following page(s) **within 30 days of the receipt of this grant award package.** All revisions to the following documents must be completed and submitted to your Federal Project Officer (FPO) and the Apprenticeship Program Office at [Apprenticeship.Grants@dol.gov](mailto:Apprenticeship.Grants@dol.gov). **Massachusetts Executive Office of Labor and Workforce Development MUST** contact your FPO (as indicated in term 8 and on the Notice of Award) as soon as possible for additional guidance.

Please note that a submittal of revised document(s) does not in and of itself constitute approval by ETA, and final approval must be given by the Grant Officer. Once approved, the revised document(s) will comprise the official modification to this grant agreement and the special conditions will be resolved.

**Condition of Award**

**General Compliance Review:**

ETA is performing a general compliance review of all ApprenticeshipUSA Expansion awards to help ensure that grant projects are in compliance with the Funding Announcement as well as other Federal requirements. ETA will transmit the results of this review and instructions for any required response to the Recipient after the conclusion of the compliance review.

**Budget:**

- 1) The recipient must review indirect costs with the FPO to ensure that the budget is accurate and appropriate costs which do not exceed the allocated amount indicated on the Negotiated Cost Rate Agreement.

**ApprenticeshipUSA State Expansion Grants  
FOA-ETA-16-13  
TERMS AND CONDITIONS**

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## **1. Order of Precedence**

The terms and conditions of this Notice of Award and other requirements have the following order of precedence if there is any conflict in what they require: (1) the National Apprenticeship Act, 29 U.S.C. § 50; and 29 C.F.R. Part 29; (2) the Consolidated Appropriations Act, 2016, Pub. L. 114-113., Div. H, Title I; (3) other applicable Federal statutes and their implementing regulations; (4) terms and conditions of award.

## **2. Funding Opportunity Announcement**

The Funding Opportunity Announcement (<https://doleta.gov/grants/pdf/FOA-ETA-16-13.pdf>) is hereby incorporated into this Grant Agreement. Recipients are bound by the authorizations, restrictions, and requirements contained in the Funding Opportunity Announcement. Expenditure of grant funds certifies that your organization has read and will comply with all parts of this grant agreement.

## **3. Approved Statement of Work**

The award recipient's project narrative is taken as the Statement of Work. It has been included as Attachment D. If there is any inconsistency between items in this project narrative and any Department of Labor (DOL) regulation, guidance or OMB cost principle, the DOL regulation, guidance or cost principle will prevail.

## **4. Approved Budget**

The recipient's budget documents are attached in this Notice of Award Package. The documents are: 1) the SF-424, included at Attachment A; 2) the SF-424 A, included at Attachment B; and 3) the Budget Narrative, included at Attachment C. The recipient must confirm that all costs are allowable before expenditure. Pursuant 2 CFR 2900.1, approval of the budget as awarded does not constitute prior approval of those specified in 2 CFR 200 or this grant award as requiring prior approval. The Grant Officer is the only official with the authority to provide such approval.

## **5. Resources and Information**

Additional resources and information to assist you is located on the ETA website at <https://www.doleta.gov/grants/resources.cfm>. This site contains information about the Uniform Guidance, general terms and conditions, indirect cost assistance, recipient training resources and other relevant information.

## **6. Evaluation, Data, and Implementation**

The recipient must cooperate with the DOL in the conduct of a third-party evaluation, including providing DOL or its authorized contractor with appropriate data and access to program operating personnel and participants in a timely manner.

## 7. Indirect Cost Rate and Cost Allocation Plan

- A. A **current** federally approved Negotiated Indirect Cost Rate Agreement (NICRA) or current federally approved Cost Allocation Plan (CAP) has been provided – copy attached. Regarding only the NICRA:

(1) Indirect Rate approved: \_\_\_\_\_ %

(2) Type of Indirect Cost Rate: \_\_\_\_\_ (ie fixed, predetermined, preliminary)

(3) Allocation Base: \_\_\_\_\_

(4) Current period applicable to rate: \_\_\_\_\_

Estimated Indirect Costs are shown on the SF-424A budget form. If a new NICRA is issued during the life of the grant, it must be provided to DOL within 30 days of issuance. Funds may be re-budgeted as necessary between direct and indirect costs consistent with institutional requirements and DOL regulations for prior approval, however the total amount of grant award funding will not be increased. Any budget changes impacting the Statement of Work and agreed upon outcomes or deliverables require a request for modification and prior approval from the Grant Officer.

- B. (1)  Latest NICRA or CAP approved by the Federal Cognizant Agency<sup>1</sup> (FCA) is not current, or
- (2)  No approved NICRA or CAP has been submitted.

**URGENT NOTICE:** Estimated indirect costs have been specified on the SF-424A, Section B, Object Class Category “j”, however only **\$959.00** will be released to support indirect costs in the absence of a NICRA or CAP approved by the cognizant agency. The remaining funds which have been awarded for Indirect Costs are restricted and may not be used for any purpose until the awardee provides a signed copy of the NICRA or CAP and the restriction is lifted by the Grant Officer. Upon receipt of the NICRA or CAP, ETA will issue a grant modification to the award to remove the restriction on those funds.

The awardee must submit an indirect cost rate proposal or CAP. These documents should be submitted to DOL’s Division of Cost Determination (DCD), or to the awardee’s Federal Cognizant Agency. In addition, the awardee must notify the Federal Project Officer that the documents have been sent. Contact information for the DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. **If this proposal is not submitted within 90 days of the effective date of the award, no funds will be approved for the reimbursement of indirect costs.** Failure to submit an indirect cost proposal by the above date means the grantee will not receive further reimbursement for indirect costs until a signed copy of the federally approved NICRA or CAP is provided and the restriction is lifted by the Grant Officer. All indirect charges must be returned through the Payment Management System and no indirect charges will be reimbursed.

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<sup>1</sup> The Federal agency providing the organization the preponderance of direct Federal funds.

The total amount of DOL's financial obligation under this grant award **will not** be increased to reimburse the awardee for higher negotiated indirect costs.

- C. The organization elected to exclude indirect costs from the proposed budget. Please be aware that incurred indirect costs (such as top management salaries, financial oversight, human resources, payroll, personnel, auditing costs, accounting and legal, etc. used for the general oversight and administration of the organization) must not be classified as direct costs; these types of costs are indirect costs. Only direct costs, as defined by the applicable cost principles, will be charged. Audit disallowances may occur if indirect costs are misclassified as direct.
- D. The organization has never received a negotiated indirect cost rate and, pursuant to the exceptions noted at 2 CFR 200.414(f) in the Cost Principles, has elected to charge a de minimis rate of 10% of modified total direct costs (see 2 CFR 200.68 for definition) which may be used indefinitely. This methodology must be used consistently for all Federal awards until such time as you choose to negotiate for an indirect cost rate, which you may apply to do at any time. (See 2 CFR 200.414(f) for more information on use of the de minimis rate.)

If DOL is your FCA, grantees should work with DOL's DCD, which has delegated authority to negotiate and issue a NICRA or CAP on behalf of the Federal Government. More information about DOL's DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. This website has guidelines to develop indirect cost rates, links to the applicable cost principles, and contact information. The DCD also has Frequently Asked Questions providing general information about the indirect cost rate approval process and due dates for provisional and final indirect cost rate proposals at <http://www.dol.gov/oasam/faqs/FAQ-dcd.htm>.

## 8. Federal Project Officer

The DOL/ETA Federal Project Officer (FPO) for this award is:

Name: Trevor Capon

Telephone: (617) 788-0391

E-mail: [Capon.Trevor@dol.gov](mailto:Capon.Trevor@dol.gov)

The FPO is not authorized to change any of the terms or conditions of the award or approve prior approval requests. Any changes to the terms or conditions or prior approvals must be approved by the Grant Officer through the use of a formally executed award modification.

## 9. Notice of Award

Funds shall be obligated and allocated via a Notice of Award (NOA) grant modification. Obligations and costs may not exceed the amount awarded by the NOA modification unless otherwise modified by ETA. Funds are obligated for the amount indicated in the "Modification 0" NOA in accordance with the recipient's award amount. The Federal obligation level will be amended by the Grant Officer to increase (or adjust) amounts available to the recipient as funds become available for obligation and additional Notice of Award (or Deobligation) grant modifications are required and issued.

## 10.OTCnet Program Check Capture Legal Notices

The Department of Labor, Employment Training and Administration will be using U.S. Treasury Paper Check Conversion. Henceforth, processing of Check Payments received in Person or by Mail will be converted into an electronic funds transfer (EFT).

## 11.Funding Restrictions

### a. Budget Flexibility

As directed in 2 CFR 200.308(e), the transfer of funds among direct cost categories or programs, functions and activities is restricted such that if the cumulative amount of such transfers exceeds or is expected to exceed 10 percent of the total budget as last approved by the Federal awarding agency, the recipient must receive prior approval from the Grant Officer.

Any changes within a specific cost category on the SF424a do not require a grant modification unless the change results in cumulative transfer among direct cost categories exceeds 10% of total budget as noted above. It is recommended that your assigned Department of Labor (DOL) Federal Project Officer (FPO) review any within-line changes to your budget prior to implementation to ensure they do not require a modification.

### b. Foreign Travel

Foreign travel is not allowable except with prior written approval. Prior written approval must be obtained from the Grant Officer through the process described in 2 CFR 200.407 and 2 CFR 2900.16. All travel, both domestic and Grant Officer-approved foreign travel, must comply with the Fly America Act ( 49 USC 40118), which states in part that any air transportation, regardless of price, must be performed by, or under a code-sharing arrangement with, a US Flag air carrier if service provided by such carrier is available.

### c. Mileage Reimbursement Rates

Pursuant to 2 CFR 200.474(a), recipients must have policies and procedures in place related to travel costs; however, for reimbursement on a mileage basis, this federal award cannot be charged more than the maximum allowable Mileage Reimbursement Rates for Federal employees. The 2015 Mileage Reimbursement Rates are:

Modes of Transportation	Effective/Applicability Date	Rate per mile
Privately owned automobile	January 1, 2016	\$0.54
Privately owned motorcycle	January 1, 2016	\$0.51

Mileage rates must be checked annually at [www.gsa.gov/mileage](http://www.gsa.gov/mileage) to ensure compliance.

## 12. Administrative Requirements

### a. Assurances and Certifications

The signed SF-424, Application for Federal Assistance, has been included as an attachment to this grant. The individual that signed the SF-424 on behalf of the applicant is considered the Authorized Representative of the applicant. As stated in block 21 of the SF-424 form, the signature of the Authorized Representative on the SF-424 certifies that the organization is in compliance with the Assurances and Certifications form SF-424B (available at <http://apply07.grants.gov/apply/forms/sample/SF424B-V1.1.pdf>). You do not need to submit the SF-424B form separately.

### b. Audits

Organization-wide or program-specific audits shall be performed in accordance with the Single Audit Act Amendments of 1996. Recipients that expend \$750,000 or more in a year in Federal awards shall have an audit conducted for that year in accordance with the requirements contained in 2 CFR 200.501. The provisions of 2 CFR Subpart F, Audit Requirements, will apply to audits of non-Federal entity fiscal years beginning on or after December 26, 2014. The revised audit requirements are not applicable to fiscal years beginning prior to that date.

### c. Closeout/Final Year Requirements

At the end of the grant period, the recipient will be required to close the grant with ETA. The recipient will be notified approximately 15 days prior to the end of the period of performance that the initiation of closeout will begin at the end of the grant. Information concerning the recipient's responsibilities at closeout may be found in 2 CFR 200.343.

### d. Creative Commons Attributions License

Pursuant to 2 CFR 2900.13, intellectual property must be licensed under a Creative Commons Attribution 4.0 (CC BY) license, which allows subsequent users to copy, distribute, transmit and adapt the copyrighted work and requires such users to attribute the work in the manner specified by the recipient. For general information on CC BY, please visit

<http://creativecommons.org/licenses/by/4.0>. Instructions for marking your work with CC BY can be found at [http://wiki.creativecommons.org/Marking\\_your\\_work\\_with\\_a\\_CC\\_license](http://wiki.creativecommons.org/Marking_your_work_with_a_CC_license).

## e. Equipment

The requirement that grant recipients obtain prior approval from the Federal Grantor agency for all purchases of equipment (as described in 2 CFR 200.439) is waived in accordance with 2 CFR 200.308(c)(4), and approval authority is delegated to the state administrator. Notwithstanding this waiver, the Grantor reserves the right to reimpose the requirement of prior approval by the Grantor, after providing advance notice to the State (Grantee).

**Recipients may not purchase equipment in the last year of performance. If any approved acquisition has not occurred prior to the last year of performance, approval for that item(s) is rescinded.**

## f. Federal Funding Accountability and Transparency Act

### 1. Reporting of first-tier subawards.

- i. *Applicability.* Unless you are exempt as provided in paragraph [4.] of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph [5.] of this award term).
- ii. *Where and when to report.*
  - a. You must report each obligating action described in paragraph [1.i.] of this award term to <http://www.fsrs.gov>.
  - b. For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)
- iii. *What to report.* You must report the information about each obligating action that the submission instructions posted at <http://www.fsrs.gov> specify.

### 2. Reporting Total Compensation of Recipient Executives.

- i. *Applicability and what to report.* You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if—
  - a. the total Federal funding authorized to date under this award is \$25,000 or more;
  - b. in the preceding fiscal year, you received—
    - (A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
    - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

- c. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
    - ii. *Where and when to report.* You must report executive total compensation described in paragraph [2.i.] of this award term:
      - a. As part of your registration profile at <http://www.sam.gov>.
      - b. By the end of the month following the month in which this award is made, and annually thereafter.
3. *Reporting of Total Compensation of Subrecipient Executives.*
- i. *Applicability and what to report.* Unless you are exempt as provided in paragraph [4.] of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—
    - a. in the subrecipient's preceding fiscal year, the subrecipient received—
      - (A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
      - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and
    - b. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
  - ii. *Where and when to report.* You must report subrecipient executive total compensation described in paragraph [3.i] of this award term:
    - a. To the recipient.
    - b. By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.
4. *Exemptions*
- If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:
- i. Subawards, and

- ii. The total compensation of the five most highly compensated executives of any subrecipient.
5. *Definitions.* For purposes of this award term:
- i. *Entity* means all of the following, as defined in 2 CFR part 25:
    - a. A Governmental organization, which is a State, local government, or Indian tribe;
    - b. A foreign public entity;
    - c. A domestic or foreign nonprofit organization;
    - d. A domestic or foreign for-profit organization;
    - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
  - ii. *Executive* means officers, managing partners, or any other employees in management positions.
  - iii. *Subaward*:
    - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
    - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see [2 CFR 200.330]).
    - c. A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.
  - iv. *Subrecipient* means an entity that:
    - a. Receives a subaward from you (the recipient) under this award; and
    - b. Is accountable to you for the use of the Federal funds provided by the subaward.
  - v. *Total compensation* means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
    - a. *Salary and bonus.*
    - b. *Awards of stock, stock options, and stock appreciation rights.* Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
    - c. *Earnings for services under non-equity incentive plans.* This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
    - d. *Change in pension value.* This is the change in present value of defined benefit and actuarial pension plans.
    - e. *Above-market earnings on deferred compensation which is not tax-qualified.*
    - f. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

## g. Intellectual Property Rights

The Federal Government reserves a paid-up, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use for federal purposes: i) the copyright in all products developed under the grant, including a subgrant or contract under the grant or subgrant; and ii) any rights of copyright to which the recipient, subrecipient or a contractor purchases ownership under an award (including but not limited to curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise. Federal funds may not be used to pay any royalty or license fee for use of a copyrighted work, or the cost of acquiring by purchase a copyright in a work, where the Department has a license or rights of free use in such work, although they may be used to pay costs for obtaining a copy which is limited to the developer/seller costs of copying and shipping. If revenues are generated through selling products developed with grant funds, including intellectual property, these revenues are program income. Program income must be used in accordance with the provisions of this grant award and 2 CFR 200.307.

If applicable, the following needs to be on all products developed in whole or in part with grant funds:

***“This workforce product was funded by a grant awarded by the U.S. Department of Labor’s Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it.”***

## h. Managing Subawards

*Subaward* means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

The provisions of the Terms and Conditions of this award will be applied to any subrecipient under this award. The recipient is responsible for the monitoring of the subrecipient, ensuring that the Terms and Conditions are in all subaward packages and that the subrecipient is in compliance with all applicable regulations and the terms and conditions of this award (2 CFR 200.101(b)(1)).

## i. Personally Identifiable Information

Recipients must recognize and safeguard personally identifiable information (PII) except where disclosure is allowed by prior written approval of the Grant Officer or by court order. Recipients must meet the requirements in Training and Employment Guidance letter (TEGL 39-11, Guidance on the Handling and Protection of Personally Identifiable Information (PII)), (located at [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=7872](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872) )

## j. Pre-Award

All costs incurred by the recipient prior to the start date specified in the award issued by the Department are ***incurred at the recipient's own expense.***

## k. Procurement

The Uniform Administrative Requirements (2 CFR 200.317) require states to follow the same policies and procedures it uses for non-federal funds. The state will comply with §200.322 Procurement of recovered *materials* and ensure that every purchase order or other contract includes any clauses required by section §200.326 Contract provisions. Recipients must also follow the requirements regarding the competitive award of One-Stop Operators and youth service providers in the Workforce Investment and Opportunity Act at WIOA Sec. 121(d) and sec. 123.

## l. Program Income

The “Addition” method as described in 2 CFR 200.307 must be used in allocating any program income generated for this grant award. The recipient is allowed to deduct costs incidental to generating Program Income to arrive at a Program Income. Reporting on program income expenditures must be reported on the ETA-9130.

## m. Publicity

No funds provided under this grant shall be used for publicity or propaganda purposes, for the preparation, distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state or local legislature or legislative body, except in presentation to the Congress or any state or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government, except in presentation to the executive branch of any state or local government itself. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature, or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local, or tribal government in policymaking and administrative processes within the executive branch of that government.

## n. Recipient Integrity and Performance Matters

- A. **General reporting requirement.** If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal agencies exceeds \$10,000,000 for any period of time during the project period of this award, then you as the recipient during that period of time must maintain the currency of information in the Federal Awardee Performance and Integrity Information System (FAPIS) (then you as the recipient during that period of time must maintain the currency of information in the Federal Awardee Performance and Integrity Information System (FAPIS) about civil, criminal, or administrative proceedings described in paragraph B. of this award term by updating the information in SAM) about civil, criminal, or administrative proceedings described in paragraph B. of this award term. This is a statutory requirement under section 872 of Public Law 110-417, as amended (41 U.S.C. 417b). As required by section 3010 of Public Law 111-212, all information posted in FAPIS on or after April 15, 2011, except past performance reviews, will be publicly available.
- B. **Proceedings about which you must report.** Submit the information required about each proceeding that:
1. Is in connection with the award or performance of a grant, cooperative agreement, or procurement contract from either the Federal Government or a State;
  2. Reached its final disposition during the most recent 5-year period; and
  3. Is one of the following:
    1. A criminal proceeding that resulted in a conviction, as defined in paragraph E. of this award term
    2. A civil proceeding that resulted in a finding of fault and liability and your paying a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more;
    3. An administrative proceeding, as defined in paragraph e. of this award term, that resulted in a finding of fault and liability and your payment of either monetary fine or penalty of \$5,000 or more or a reimbursement, restitution, or damages in excess of \$100,000; or
    4. Any other criminal, civil, or administrative proceeding if:
      - i. It could have led to an outcome described in paragraph B.3.a, b, or c of this award term;
      - ii. It had a different disposition arrived at by consent or compromise with an acknowledgment of fault on your part; and
      - iii. The requirement in this award term to disclose information about the proceeding does not conflict with applicable laws and regulations.
- C. **Reporting procedures.** Enter in SAM Entity Management area (formerly CCR), or any successor system, the FAPIS information that SAM requires about each proceeding described in paragraph B. of this award term. You do not need to submit the information a second time under assistance awards that you received if you already provided the information through SAM (formerly CCR) because you were required to do so under Federal procurement contracts that you were awarded.
- D. **Reporting frequency.** During any period of time when you are subject to the requirement in paragraph A. of this award term, you must report FAPIS information through SAM no less frequently than semiannually following your initial report of any proceedings for the most

recent 5-year period, either to report new information about any proceeding(s) that you have not reported previously or affirm that there is no new information to report.

E. Definitions. For purposes of this award term:

1. Administrative proceeding means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (e.g., Securities and Exchange Commission Administrative proceedings, Civilian Board of Contract Appeals proceedings, and Armed Services Board of Contract Appeals proceedings). This includes proceedings at the Federal and State level. It does not include audits, site visits, corrective plans, or inspection of deliverables.
- a. Conviction, for purposes of this award term, means a judgment or conviction of a criminal offense by any court of competent jurisdiction, whether entered upon a verdict or a plea, and includes a conviction entered upon a plea of nolo contendere.
- b. Total value of currently active grants, cooperative agreements, and procurement contracts includes —
  - i. Only the Federal share of the funding under any award with a recipient cost share or match; and
  - ii. The value of all options, even if not yet exercised.

## o. Reports

All ETA recipients are required to submit quarterly financial and narrative progress reports for each grant award.

- A. **Quarterly Financial Reports.** All ETA recipients are required to report quarterly financial data on the ETA 9130. ETA 9130 reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31. For guidance on ETA's financial reporting, reference Training and Employment Guidance Letter (TEGL) 02-16 and on our webpage at [https://www.doleta.gov/grants/financial\\_reporting.cfm](https://www.doleta.gov/grants/financial_reporting.cfm).

The instructions for accessing both the on-line financial reporting system and the HHS Payment Management System can be found in the transmittal memo accompanying this Notice of Award.

- B. **Quarterly Narrative Progress Reports.** The specific format and submission requirements of this progress report will be conveyed by ETA to recipients in the upcoming months following approval by the Office of Management and Budget.

Upon OMB approval, recipients will be required to submit a narrative quarterly and final report to the designated Federal Project Officer (FPO) on grant activities funded under this award. All reports are normally due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31. The report will provide both quarterly and cumulative information on the grant's activities. It must summarize project activities, outcomes and other deliverables of the project

## p. Requirements for Conference and Conference Space

Conferences sponsored in whole or in part by the recipient of Federal awards are allowable if the conference is necessary and reasonable for the successful performance of the Federal Award. Recipients are urged to use discretion and judgment to ensure that all conference costs charged to the grant are appropriate and allowable. For more information on the requirements and allowability of costs associated with conferences, refer to 2 CFR 200.432. Recipients will be held to the requirements in 2 CFR 200.432. Costs that do not comply with 2 CFR 200.432 will be questioned and may be disallowed.

## q. Supportive Services & Participant Support Costs

When supportive services are expressly authorized by program statute or regulation, this award waives the prior approval requirement for participant support costs as described in 2 CFR 200.456. Costs must still meet the basic considerations at 2 CFR 402 – 200.411. Questions regarding supportive services and participant support costs should be directed to the Federal Project Officer assigned to the grant.

## r. System for Award Management and Universal Identifier Requirements

### 1. Requirement for System of Award Management

Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the SAM until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

### 2. Requirement for unique entity identifier

If you are authorized to make subawards under this award, you:

- i. Must notify potential subrecipients that no entity (*see* definition in paragraph [3] of this award term) may receive a subaward from you unless the entity has provided its unique entity identifier to you.
- ii. May not make a subaward to an entity unless the entity has provided its unique entity identifier to you.

### 3. Definitions

For purposes of this award term:

- i. *System of Award Management (SAM)* means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the SAM Internet site (currently at <http://www.sam.gov>).
- ii. *Unique entity identifier* means the identifier required for SAM registration to uniquely identify business entities.
- iii. *Entity*, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:
  - a. A Governmental organization, which is a State, local government, or Indian Tribe;

- b. A foreign public entity;
- c. A domestic or foreign nonprofit organization;
- d. A domestic or foreign for-profit organization; and
- e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

iv. *Subaward*:

- a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
- b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200.330).
- c. A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

v. *Subrecipient* means an entity that:

- a. Receives a subaward from you under this award; and
- b. Is accountable to you for the use of the Federal funds provided by the subaward.

## s. Travel

This award waives the prior approval requirement for domestic travel as contained in 2 CFR 200.407. For domestic travel to be an allowable cost, it must be necessary, reasonable, allocable and conform to the non-Federal entities written policies and procedures. All travel must also comply with Fly America Act ( 49 USC 40118), which states in part that any air transportation, regardless of price, must be performed by, or under a code-sharing arrangement with, a US Flag air carrier if service provided by such carrier is available.

## t. Vendor/Contractor

The term “contractor”, sometimes referred to as a vendor, is a dealer, distributor, merchant or other seller providing goods or services that are required for the conduct of a Federal program. (2 CFR 200.23) These goods or services may be for an organization's own use or for the use of beneficiaries of the Federal program. Additional guidance on distinguishing between a subrecipient and a contractor (vendor) is provided in 2 CFR 200.330. When procuring contractor provided goods and services, DOL ETA recipients and subrecipients must follow the procurement requirements 2 CFR 200.319, which call for free and open competition.

## 13. Program Requirements

The Funding Opportunity Announcement contains the program requirements for this award, in addition to the following:

While training incentives and reimbursement to employers for the extraordinary cost of training are allowable costs under this grant program, recipients must document the guidelines of this process to maximize the effectiveness of training funds and employment outcomes. Contracts and financial agreements with registered apprenticeship sponsors and employers must be

developed in such a way as to support the employment retention of apprentices after the training period has ended. Training reimbursements should not surpass \$3,000 per participant without specific prior approval requested from the grant officer.

As identified in the FOA Section VI.C.1. : State Data Collection and Reporting; Apprenticeship Record Level Data, recipients must meet DOL reporting requirements and provide individual record-level data (on program sponsors and apprentices) that would be made available for evaluation and national reporting purposes. Applicants will continue to collect Registered Apprenticeship data elements related to Registered Apprenticeship programs and Registered Apprentices and submit to USDOL. Currently many States provide data to DOL on demographics, program sponsors, new programs, and progress of apprentices in aggregate form. In order to build a more comprehensive picture of Registered Apprenticeship activity across the country, States will be expected to now share this data at the individual record level. DOL and the State may enter into Memorandums of Understanding to ensure data sharing processes are documented and protected. SAA States must submit quarterly updates on the progress of implementing the regulations in 29 CFR § 29 and funds may be used to accelerate their plans to come into compliance with these regulations. States must complete the process for compliance within the period of performance of these funds or they may not be eligible to apply for future funding.

## **14. 2016 Appropriations Requirements**

### **a. Funding for Travel to and from Meetings with an Executive Branch Agency**

Pursuant to P.L. 114-113, Division E, Title VII, Section 739, grant funds may not be used for the purposes of defraying the costs of a conference held by any Executive branch department, agency, board, commission, or office unless it is directly and programmatically related to the purpose for which the grant or contract was awarded.

No funds made available through DOL appropriations may be used for travel and conference activities that are not in compliance with Office of Management and Budget Memorandum M-12-12 dated May 11, 2012 or any subsequent revisions to that memorandum.

### **b. Prohibition on Contracting with Corporations with Felony Criminal Convictions**

Pursuant to P.L. 114-113, Division E, Title VII, Section 746, the recipient may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that was convicted of a felony criminal violation under any Federal law within the preceding 24 months, unless a Federal agency has considered suspension or debarment of the corporation and has made a determination that this further action is not necessary to protect the interests of the Government.

### **c. Prohibition on Contracting with Corporations with Unpaid Tax Liabilities**

Pursuant to P.L. 114-113, Division E, Title VII, Section 745, the recipient may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, unless a Federal agency has considered suspension or debarment of the corporation and has made a determination that this further action is not necessary to protect the interests of the Government.

### **d. Prohibition on Procuring Goods Obtained Through Child Labor**

Pursuant to P.L. 114-113, Division H, Title I, Section 103, no funds may be obligated or expended for the procurement of goods mined, produced, manufactured, or harvested or services rendered, in whole or in part, by forced or indentured child labor in industries and host countries identified by DOL prior to December 18, 2015. DOL has identified these goods and services here: <http://www.dol.gov/ilab/reports/child-labor/list-of-products/index-country.htm> .

### **e. Prohibition on Providing Federal Funds to ACORN**

Pursuant to P.L. 114-113, Division H, Title V, Section 522, these funds may not be provided to the Association of Community Organizations for Reform Now (ACORN), or any of its affiliates, subsidiaries, allied organizations or successors.

### **f. Reporting of Waste, Fraud and Abuse**

Pursuant to P.L. 114-113, Division E, Title VII, Section 743, no entity receiving federal funds may require employees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

### **g. Requirement for Blocking Pornography**

Pursuant to P.L. 114-113, Division H, Title V, Section 521, no Federal funds may be used to maintain or establish a computer network unless such network blocks the viewing, downloading, and exchanging of pornography.

### **h. Requirement to Provide Certain Information in Public Communications**

Pursuant to P.L. 114-113, Division H, Title V, Section 505, when issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all non-Federal entities receiving Federal funds shall clearly state:

1. The percentage of the total costs of the program or project which will be financed with Federal money;
2. The dollar amount of Federal funds for the project or program; and
3. The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

The requirements of this part are separate from those in the 2 CFR 200 and, when appropriate, both must be complied with.

#### **i. Restriction on Health Benefits Coverage for Abortions**

Pursuant to P.L. 114-113, Division H, Title V, Sections 506 and 507, Federal funds may not be expended for health benefits coverage that includes coverage of abortions, except when the abortion due to a pregnancy that is the result of rape or incest, or in the case where a woman suffers from a physical disorder, physical injury, including life-endangering physical conditions caused by or arising from the pregnancy itself that would, as certified by a physician, place the women in danger of death unless and abortion is performed. This restriction does not prohibit any non-Federal entity from providing health benefits coverage for abortions when all funds for that specific benefit do not come from a Federal source. Additionally, no funds made available through this award may be provided to a State or local government if such government subjects any institutional or individual health care entity to discrimination on the basis that the health care entity does not provide, pay for, provide coverage of, or refer for abortions.

#### **j. Restriction on the Promotion of Drug Legalization**

Pursuant to P.L. 114-113, Division H, Title V, Section 509, no Federal funds shall be used for any activity that promotes the legalization of any drug or other substance included in schedule I of the schedules of controlled substances established under section 202 of the Controlled Substances Act except for normal recognized executive-congressional communications or where the grant agreement provides for such use because there is significant medical evidence of a therapeutic advantage to the use of such drug or other substance.

#### **k. Restriction on Purchase of Sterile Needles or Syringes**

Pursuant to P.L. 114-113, Division H, Title V, Section 520, no Federal funds shall be used to purchase sterile needles or syringes for the hypodermic injection of any illegal drug.

#### **l. Salary and Bonus Limitations**

Pursuant to P.L. 114-113, Division H, Title I, Section 105 none of the funds appropriated under the heading "Employment and Training" shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. The Executive Level II salary may change yearly and is located on the OPM.gov website (<http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2016/executive-senior-level>). The salary and bonus limitation does not apply to contractors (vendors) providing goods and services as defined in 2 CFR 200.330. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account

factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer Federal programs involved including Employment and Training Administration programs. See Training and Employment Guidance Letter No. 5-06 for further clarification, available at [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=2262](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2262)

## 15. Public Policy

### a. Architectural Barriers

The Architectural Barriers Act of 1968, 42 U.S.C. 4151 et seq., as amended, the Federal Property Management Regulations (see 41 CFR 102-76), and the Uniform Federal Accessibility Standards issued by GSA (see 36 CFR 1191, Appendixes C and D) set forth requirements to make facilities accessible to, and usable by, the physically handicapped and include minimum design standards. All new facilities designed or constructed with grant support must comply with these requirements.

### b. Buy American Notice Requirement

None of the funds made available under this act may be expended by an entity unless the entity agrees that in expending the funds it will comply with sections 8301 through 8303 of title 41, United States Code (commonly known as the "Buy American Act").

### c. Drug-Free Workplace

The Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR 182 require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment.

### d. Executive Orders

**12928:** Pursuant to Executive Order 12928, the recipient is strongly encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals.

**13043:** Pursuant to Executive Order 13043, Increasing Seat Belt Use in the United States, dated April 16, 1997, recipients are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles.

**13166:** As clarified by Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, dated August 11, 2000, and resulting agency guidance, national

origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI, recipients must take reasonable steps to ensure that LEP persons have meaningful access to programs in accordance with DOL's Policy Guidance on the Prohibition of National Origin Discrimination as it Affects Persons with Limited English Proficiency [05/29/2003] Volume 68, Number 103, Page 32289-32305. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. Recipients are encouraged to consider the need for language services for LEP persons served or encountered both in developing budgets and in conducting programs and activities. For assistance and information regarding your LEP obligations, go to <http://www.lep.gov>.

**13513:** Pursuant to Executive Order 13513, Federal Leadership On Reducing Text Messaging While Driving, dated October 1, 2009, recipients and subrecipients are encouraged to adopt and enforce policies that ban text messaging while driving company-owned or -rented vehicles or GOV, or while driving POV when on official Government business or when performing any work for or on behalf of the Government. Recipients and subrecipients are also encouraged to conduct initiatives of the type described in section 3(a) of this order.

#### e. Flood Insurance

The Flood Disaster Protection Act of 1973, as amended, 42 U.S.C. 4001 *et seq.*, provides that no Federal financial assistance to acquire, modernize, or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification. The flood insurance purchase requirement applies to both public and private applicants for DOL support. Lists of flood-prone areas that are eligible for flood insurance are published in the Federal Register by FEMA.

#### f. Hotel-Motel Fire Safety

Pursuant to 15 U.S.C. 2225a, the recipient must ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part with federal funds complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act (P.L. 101-391, as amended). Recipients may search the Hotel Motel National Master List at <http://www.usfa.dhs.gov/applications/hotel/> to see if a property is in compliance, or to find other information about the Act.

#### g. Prohibition on Trafficking in Persons

I. Trafficking in persons.

a. *Provisions applicable to a recipient that is a private entity.*

1. You as the recipient, your employees, subrecipients under this award, and subrecipients' employees may not—
  - i. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
  - ii. Procure a commercial sex act during the period of time that the award is in effect; or

- iii. Use forced labor in the performance of the award or subawards under the award.
  - 2. We as the Federal awarding agency may unilaterally terminate this award, without penalty, if you or a subrecipient that is a private entity —
    - i. Is determined to have violated a prohibition in paragraph a.1 of this award term; or
    - ii. Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a.1 of this award term through conduct that is either—
      - A. Associated with performance under this award; or
      - B. Imputed to you or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 29 CFR Part 98.
- b. *Provision applicable to a recipient other than a private entity.* We as the Federal awarding agency may unilaterally terminate this award, without penalty, if a subrecipient that is a private entity—
  - 1. Is determined to have violated an applicable prohibition in paragraph a.1 of this award term; or
  - 2. Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a.1 of this award term through conduct that is either—
    - i. Associated with performance under this award; or
    - ii. Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 29 CFR Part 98.
- c. *Provisions applicable to any recipient.*
  - 1. You must inform us immediately of any information you receive from any source alleging a violation of a prohibition in paragraph a.1 of this award term.
  - 2. Our right to terminate unilaterally that is described in paragraph a.2 or b of this section:
    - i. Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), and
    - ii. Is in addition to all other remedies for noncompliance that are available to us under this award.
  - 3. You must include the requirements of paragraph a.1 of this award term in any subaward you make to a private entity.
- d. *Definitions.* For purposes of this award term:
  - 1. “Employee” means either:
    - i. An individual employed by you or a subrecipient who is engaged in the performance of the project or program under this award; or
    - ii. Another person engaged in the performance of the project or program under this award and not compensated by you including, but not limited to, a volunteer or individual whose services are contributed

by a third party as an in-kind contribution toward cost sharing or matching requirements.

2. “Forced labor” means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

3. “Private entity”:

i. Means any entity other than a State, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25.

ii. Includes:

A. A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).

B. A for-profit organization.

4. “Severe forms of trafficking in persons,” “commercial sex act,” and “coercion” have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

## **h. Veterans’ Priority Provisions**

The Jobs for Veterans Act (Public Law 107-288) requires recipients to provide priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by DOL. The regulations implementing this priority of service can be found at 20 CFR part 1010. In circumstances where a grant recipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans priority of service provisions require that the grant recipient give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program’s eligibility requirements. Recipients must comply with DOL guidance on veterans’ priority. ETA’s Training and Employment Guidance Letter (TEGL) No. 10-09 (issued November 10, 2009) provides guidance on implementing priority of service for veterans and eligible spouses in all qualified job training programs funded in whole or in part by DOL. TEGL No. 10-09 is available at [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=2816](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816).

## **i. Violation of the Privacy Act**

These funds cannot be used in contravention of the 5 USC 552a or regulations implementing that section.

## **16. Attachments**

**Attachment A: SF-424**

**Attachment B: SF-424A**

**Attachment C: Budget Narrative**

**Attachment D: Statement of Work**

**Attachment E: Letters of Commitment**

**Attachment F: Negotiated Indirect Cost Rate (where applicable)**

**Attachment A: SF-424**

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision		* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>	
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* 3. Date Received: <input type="text"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	* 5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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8. APPLICANT INFORMATION:

* a. Legal Name: Executive Office of Labor and Workforce Development
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* b. Employer/Taxpayer Identification Number (EIN/TIN): 04-6002284	* c. Organizational DUNS: 9475815670000
---	--

d. Address:

* Street1:	19 Staniford St.
Street2:	<input type="text"/>
* City:	Boston
County:	<input type="text"/>
* State:	MA: Massachusetts
Province:	<input type="text"/>
* Country:	USA: UNITED STATES
* Zip / Postal Code:	02114-2502

e. Organizational Unit:

Department Name: MA Department of Career Services	Division Name: <input type="text"/>
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f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text"/>	* First Name: Diane
Middle Name: <input type="text"/>	
* Last Name: Hurley	
Suffix: <input type="text"/>	

Title: Manager, Policy and Program Operations

Organizational Affiliation:

* Telephone Number: 617 626 5701	Fax Number: <input type="text"/>
-------------------------------------	-------------------------------------

\* Email: Diane.L.Hurley@State.ma.us

**Application for Federal Assistance SF-424**

**Version 02**

**9. Type of Applicant 1: Select Applicant Type:**

State Government

**Type of Applicant 2: Select Applicant Type:**

**Type of Applicant 3: Select Applicant Type:**

**\* Other (specify):**

**\* 10. Name of Federal Agency:**

Employment and Training Administration

**11. Catalog of Federal Domestic Assistance Number:**

17.285

**CFDA Title:**

ApprenticeshipUSA Grants

**\* 12. Funding Opportunity Number:**

FOA-ETA-16-13

**\* Title:**

ApprenticeshipUSA State Expansion Grants

**13. Competition Identification Number:**

FOA-ETA-16-13

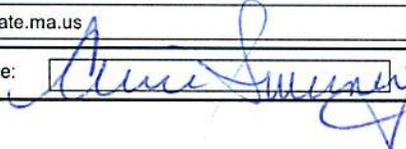
**Title:**

**14. Areas Affected by Project (Cities, Counties, States, etc.):**

**\* 15. Descriptive Title of Applicant's Project:**

Massachusetts Apprenticeship State Expansion (MASE) Project - Base Award

Attach supporting documents as specified in agency instructions.

<b>Application for Federal Assistance SF-424</b>		Version 02
<b>16. Congressional Districts Of:</b>		
* a. Applicant	MA-009	* b. Program/Project <input type="text" value="MA-ALL"/>
Attach an additional list of Program/Project Congressional Districts if needed. <input type="text"/>		
<b>17. Proposed Project:</b>		
* a. Start Date:	<input type="text" value="11/01/2016"/>	* b. End Date: <input type="text" value="04/30/2018"/>
<b>18. Estimated Funding (\$):</b>		
* a. Federal	1,500,000.00	
* b. Applicant	0.00	
* c. State	0.00	
* d. Local	0.00	
* e. Other	0.00	
* f. Program Income	0.00	
* g. TOTAL	1,500,000.00	
<b>* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?</b>		
<input type="checkbox"/> a.	This application was made available to the State under the Executive Order 12372 Process for review on	<input type="text"/>
<input type="checkbox"/> b.	Program is subject to E.O. 12372 but has not been selected by the State for review.	
<input checked="" type="checkbox"/> c.	Program is not covered by E.O. 12372.	
<b>* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)</b>		
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	
<b>21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)</b>		
<input checked="" type="checkbox"/>	<b>** I AGREE</b>	
<b>** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.</b>		
<b>Authorized Representative:</b>		
Prefix:	<input type="text"/>	* First Name: <input type="text" value="Alice"/>
Middle Name:	<input type="text"/>	
* Last Name:	<input type="text" value="Sweeney"/>	
Suffix:	<input type="text"/>	
* Title:	<input type="text" value="Director, MA Department of Career Services"/>	
* Telephone Number:	<input type="text" value="617 626 6449"/>	Fax Number: <input type="text"/>
* Email:	<input type="text" value="Alice.Sweeney@Massmail.state.ma.us"/>	
* Signature of Authorized Representative:		* Date Signed: <input type="text" value="9-6-16"/>

**Attachment B: SF-424A**

**BUDGET INFORMATION - Non-Construction Programs**

OMB Number: 4040-0006  
Expiration Date: 01/31/2019

**SECTION A - BUDGET SUMMARY**

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Apprenticeship USA State Expansion Grant	17.285	\$ <input type="text"/>	\$ <input type="text"/>	\$ 1,500,000.00	\$ <input type="text"/>	\$ 1,500,000.00
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>5. Totals</b>		\$ <input type="text"/>	\$ <input type="text"/>	\$ 1,500,000.00	\$ <input type="text"/>	\$ 1,500,000.00

**SECTION B - BUDGET CATEGORIES**

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	Apprenticeship USA State Expansion Grant				
a. Personnel	\$ 261,261.00	\$	\$	\$	\$ 261,261.00
b. Fringe Benefits	91,885.00				91,885.00
c. Travel	2,101.00				2,101.00
d. Equipment					
e. Supplies					
f. Contractual	1,090,773.00				1,090,773.00
g. Construction					
h. Other	44,391.00				44,391.00
i. Total Direct Charges (sum of 6a-6h)	1,490,411.00				\$ 1,490,411.00
j. Indirect Charges	9,589.00				\$ 9,589.00
k. TOTALS (sum of 6i and 6j)	\$ 1,500,000.00	\$	\$	\$	\$ 1,500,000.00
7. Program Income	\$ 0.00	\$	\$	\$	\$

**SECTION C - NON-FEDERAL RESOURCES**

(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Apprenticeship USA State Expansion Grant	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. TOTAL (sum of lines 8-11)		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

**SECTION D - FORECASTED CASH NEEDS**

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text" value="1,500,000.00"/>	\$ <input type="text" value="375,000.00"/>			
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text" value="1,500,000.00"/>	\$ <input type="text" value="375,000.00"/>			

**SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT**

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. Apprenticeship USA State Expansion Grant	\$ <input type="text" value="1,500,000.00"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
17. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)	\$ <input type="text" value="1,500,000.00"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

**SECTION F - OTHER BUDGET INFORMATION**

21. Direct Charges: <input type="text" value="1490411"/>	22. Indirect Charges: <input type="text" value="9589"/>
23. Remarks: <input type="text"/>	

## **Attachment C: Budget Narrative**

**MASSACHUSETTS**  
**Apprenticeship USA State Expansion Grants \$1.5MIL Base Application**  
**Budget Narrative**  
**November 1, 2016**

**Period of Performance: November 1, 2016 - April 30, 2018**

CFDA 17.285 FOA-ETA-16-013

a.	<u>Personnel</u>	Months	Salary Monthly	FTEs	TOTAL
	Project Manager	18	\$9,039.33	0.250	\$40,677
	Apprentices Coordinator	16	\$5,416.67	1.000	\$86,667
	Apprentices Coordinator	16	\$5,416.67	1.000	\$86,667
	Quality Assurance Coordinator	16	\$8,203.25	0.360	\$47,250
<b>TOTAL</b>					261,261

b. Fringe Benefits  
 FY17 Fringe 33.5% and Tax 1.67% 35.17% 91,885

c. Travel Rate 0.45 2,101

Travel includes parking, tolls, overnight, public transportation

d. Equipment

e. Supplies -

Consumable office supplies for materials specifically for the project

f. Contractual 1,090,773

Combined contractual agreements with Career Centers

HAMPDEN	NORTH SHORE	TOTAL
765,973	324,800	1,090,773

g. Construction

NONE

h. Other 44,391

Combined Non-Personnel services for costs such as; space, maintenance, insurance, utilities, telephone, IT, equipment rental

i. **Total Direct Charges** 1,490,411

j. Indirect Charges 3.67% 9,589

Combined Indirect cost rate

k. **TOTALS** 1,500,000

l. Program Income -

NONE

**CONTRACTUAL NARRATIVE**

**NORTH SHORE**

**WIB** \$ 324,800

WIB will provide oversight of regional activities, outreach to companies, partnership development with local WIOA mandated and non-mandated partners. WIB will convene bi-monthly meetings to ensure the partnership is working collectively to meet program and participant needs, achieve planned outcomes, benchmarks, and document the business impact.

**HAMPDEN WIB** \$ 765,973

Hampden will provide related technical instruction for 175 Apprentices @ \$2350=\$411,250

Hampden will provide sponsorships and enrollments statewide including career center vouchers and DAT fees in the amount \$354,723.

**TOTAL**  
**CONTRACTUAL** \$ 1,090,773

## **Attachment D: Statement of Work**

## MASSACHUSETTS APPRENTICESHIP STATE EXPANSION GRANT

### BASE AWARD PROJECT NARRATIVE

**i. Statement of Need:** Registered Apprenticeship is a powerful tool that builds career pathways for jobseekers and fills employer demand for skilled talent. While Massachusetts has a deep history of Apprenticeship in several traditional sectors, Apprenticeship remains an underutilized workforce development tool in our Commonwealth in other industries vital to economic growth. As of July 2016, there were an estimated 3.57 million jobs in the Commonwealth.<sup>1</sup> In contrast, there are roughly 8,000 individuals formally registered as apprentices with the State's Division of Apprenticeship Standards, less than 0.25% of the total workforce.

While Massachusetts has steadily added jobs over the past several years, businesses continue to struggle to find qualified candidates. Since 2009, demand for workers has continued to rise, as measured by Talent Neuron's Wanted Analytics tool. The number of jobs being posted online has increased by **39%** in the last six years.

Conversely, using the Bureau of Labor Statistics estimated number of unemployed Massachusetts residents as a proxy for supply, there has been a 51% decline in potentially available workers. Today, the trend line is moving to a point where the need to find reliable workers is exceeding the available talent pool that companies need to grow their businesses or to replace their aging workforce. As this trend continues, many occupations that undergird the Commonwealth's most important industries may go unfilled – unless we can expand an untapped talent pipeline through Registered Apprenticeship,

The majority of registered apprentices in Massachusetts are in the **Construction** industry. Jobs in this industry have shown 8.4% increase from July 2015 (CES) and close to 7,000

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<sup>1</sup> MA DUA Current Employment Statistics , July 2016

additional jobs are estimated to be available by 2024.<sup>2</sup> Occupations that are the most common in the State’s staffing pattern for this industry are Construction Laborers, Carpenters and Electricians which combined are projected to have 1,186 openings annually.

Yet, the largest concentration of jobs in Massachusetts falls under the **Health Care and Social Assistance** industry. In July 2016, 51,000 such establishments comprised an estimated 617,400 jobs within this sector. With 40,757 projected new openings over the next ten years, Health Care and Social Assistance is an industry with strong potential for creating apprentice pathways.

In terms of occupations, registered nurses generally make up the highest concentration and demand in the Health Care and Social Assistance category. However, there are numerous “apprentice-able” occupations in this sector, including certified nursing assistants, home health aides, and childcare workers; when combined, these figure prominently at 27% of the current staffing landscape. Demand for these occupations remains robust: in the past year there were a total of 28,412 jobs posted online for healthcare support occupations and 14,031 positions posted within the childcare cluster of occupations.<sup>3</sup> Licensing requirements are also set to yield a strong demand for Early Education and Care providers: new regulations require EEC providers to attain a Child Development Associate credential in order to move up from the lowest, entry-level position. Over 30,000 EEC educators, or approximately one third of educators registered in the State’s educator database, lack this credential.<sup>4</sup> Without a pathway to advancement, these workers face high turnover either through voluntary exits due to low wages/ lack of opportunity for advancement, or layoffs, as EEC centers now need to maintain a certain balance of credentialed workers.

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<sup>2</sup> MA DUA/BLS Long Term Industry Projections

<sup>3</sup> Help Wanted Online Analytics, August 2016

<sup>4</sup> Early Education and Care Quality Rating and Improvement System

While the **Manufacturing** industry does not demonstrate as high a share of jobs as other industries, it is vital to the Massachusetts economy due to its share of gross domestic product. Contributing \$47.9 million to GDP in 2015, manufacturing was the Commonwealth's third largest industry sector by GDP.<sup>5</sup> However, this industry struggles to find replacement workers as their core workforce ages into retirement. Projections indicate that there will be 527 openings each year for production occupations needed to be filled due to replacements alone. Of these projected openings, 33% are for First-Line Supervisors of Production and Operating Workers, which underscores another issue facing manufacturing companies: finding talent to fill supervisory roles.

Real-time demand is somewhat difficult to gauge in this industry, as many manufacturing firms rely on internal recruitment methods/staffing agencies rather than posting online. Despite the possibility that on-line postings may underestimate total demand, there were 16,871 positions posted by a total of 3,431 companies in the past year, signaling a significant demand. The same need for managers and supervisors seen in projection data is even more apparent when looking at real time job posting data. 7,303 of the production occupation jobs are for First-Line Supervisors of Production and Operating Workers, which is 43% of all production jobs posted. This dynamic demonstrates why RA is vital to this industry in Massachusetts. Training apprentices who eventually become journeymen is the best method for companies to transfer knowledge and skills of retiring supervisors to future ones, thus ensuring that manufacturing continues to support the state's economy.

Similar to Manufacturing, the **Accommodation and Food** industry exhibits a high number of openings due to replacements and a labor demand for supervisors. 14,379 of the projected 16,514 openings over the next 10 years come from the **Food Services and Drinking**

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<sup>5</sup> US Bureau of Economic Analysis, Gross Domestic Product 2015

**Places** sub-sector. Occupationally, cooks make up the majority of this sub sector and include: Restaurant, Fast Food, Short Order, Chefs and Head Cooks as well as Institution and Cafeteria Cooks. On an annual basis this cluster of occupations is estimated to produce 1,554 openings.

There is a high level of demand for these particular cook related occupations, with 20,470 ads posted online within the last 12 months. When looking at Food Preparation and Serving jobs as a whole, there were 42,616 postings in this time frame. 17,968 (or 42%) of jobs posted by companies were First-Line Supervisors of Food Preparation and Serving Workers. The high demand for cooks, chefs and food service supervisors has made it difficult for numerous companies in Massachusetts to operate without access to a pipeline of qualified workers. SnapChef, a company that specializes in providing culinary staff, both through temporary and permanent placement, has noted that on several occasions they have been unable to open a facility because they were unable to find the talent they needed.

In order to fill these needs and build a sustainable, highly trained and in-demand workforce in Massachusetts, we propose the Massachusetts Apprenticeship State Expansion (MASE) Project, described in detail below.

Two of the goals within Massachusetts' State Plan are: "to align workforce development behind employer needs" and "to increase credentialing and job placement outcomes for individuals, including individuals with barriers to employment." A key strategy highlighted in Massachusetts' Economic Development Plan calls out the need to align education and workforce development behind the needs of employers. Coordinating state workforce development resources and improving the flows of talented workers into the Commonwealth's regions are the priority strategic goals for this policy area. Massachusetts is fully investing in the expansion of RA, and views the increase in utilization of RA, the expansion of RA to new industries and

occupations and the promotion to and preparation of underrepresented populations to access and succeed in RA opportunities as important strategies to address these goals.

This application identifies 175 new opportunities for the expansion of RA in Massachusetts during the first 18 months and upwards of 770 new apprenticeships over the 42 month plan. To date, 40 employers have committed support to the initiative, including commitment to the utilization of RA as their training model of choice for selected occupations. New opportunities include: food preparation, early education certification, pharmacy technician, and new roles in manufacturing (IT, technical sales and marketing, human resources). In fact, the demand for RAs exceeded our ability to explicitly fund companies in this grant, and thus we can only hope to include them in future expansion efforts. Hospice nurses and licensed appraisers are just two of the new industries we hope to include in the future. (2/3 of licensed appraisers in the US are above the age of 51 which indicates a looming crisis for the real estate industry)

Strategies to attain our goals include integration of Apprenticeship knowledge and education with MassBizWorks and all business service functions; incorporation of an **“Apprenticeship Expansion Team”** in the state’s business service functions; training and support for all One-stop Career Centers and Partner staff related to principles and benefits of Apprenticeship for both jobseekers and employers ; development of a marketing and outreach strategy promoting innovation and quality in Apprenticeship.

Additional new strategies to expand apprenticeship include marketing to Germanic companies with the Commonwealth – a successful model in North Carolina; there are multiple employers in MA across many industries, and replication of models proposed in Cap Breakers 1 & 2:

1. Partnering with the Massachusetts Department of Early Education and Care (EEC) – a pilot with two community colleges that will replicate the model with the remaining 13 community colleges in order to assist center-based child care providers and their employees state-wide to meet the credential requirements of EEC’s Quality Rating Improvement System.
2. NAMC Pipeline Outreach Program (NAMCPOP) - expand this proven model across the state and engage with Community-based organization, ABE and ESOL Providers, and Public Agencies to market RA opportunities across multiple industries.

**ii. Expected Outcomes and Outputs:** The overarching goals for the Massachusetts Apprenticeship State Expansion (MASE) project are: (1) to expand the overall number of Registered Apprentices in Massachusetts by a minimum of 5% during the 18 month period beginning November 1, 2016 (2) to improve the integration of state apprenticeship strategies with economic and workforce development strategies to meet employer demand in both traditional and non-traditional industries and (3) to increase apprenticeship opportunities for underrepresented populations, including youth, women, communities of color, individuals with disabilities and Veterans.

Strategies to attain our goals will include but not be limited to: integration of Apprenticeship knowledge and education with Mass BizWorks and all business services functions; the incorporation of an “Apprenticeship Expansion Team” into Massachusetts’ business services functions (staff positions proposed within this grant); training and support for all One-Stop Career Center and Partner staff on the basic principles and benefits of Apprenticeship for both jobseekers and employers; development of a marketing and outreach strategies that promote innovation and quality in Apprenticeship. Please refer to Attachment 18:

“Work Plan & Performance Table” for Project Goals, Milestones, Outputs and Outcomes, and Data Elements and Targets.

**iii. Project Design:** The Massachusetts Apprenticeship State Expansion (MASE) Project will be executed through two lead local workforce boards: the Regional Employment Board of Hampden County (REBHC), combining efforts with the Central MA Workforce Investment Board, and the North Shore Workforce Investment Board (NSWIB), which acts as the sponsor for the Northeast Advanced Manufacturing Collaborative (NAMC), comprised of four local workforce development areas (North Shore, Greater Lowell, Merrimack Valley and Metro- North). The NAMC expansion of RA programs will be fully integrated with the existing public workforce system in the NAMC region. The four local boards will provide oversight and leadership in project development, design and operation. The NAMC Director, Market Manager, and Training Coordinator will be the team that will carry out the responsibilities needed to reach goals and milestones. This will involve company visits, development of work processes, potential Apprentice referrals, oversight to Apprentice training and wage plan, and reporting to the Executive Office of Labor and Workforce Development.

The Regional Employment Board of Hampden County, Inc. (REBHC) will conduct sector **Employer Information Forums** to promote to employers the efficacy of the apprenticeship model using data driven metrics to document return on expectations and business value-added differentiators. An MOA will be developed that will articulate a set of agreements that will codify an integrated system with established protocols and processes to increase the demand for and supply of registered apprentices.

Program design will focus on responding to documented employer demand-driven needs in the following high job-growth sectors: Advanced Manufacturing, Healthcare, and Hospitality (Food Service).

Participating Apprentices will target underrepresented populations and will be inclusive of the diversity, genders, and demographics of the regions.

REBHC Apprenticeship models will align Work Process (WP) and Related Technical Instruction (RTI) with college credit granting course curriculum to ensure aligned pathway to post-secondary credentials. Please see Governor Baker's letter of support, Attachment 16.

The Massachusetts Department of Apprentice Standards (DAS) currently reports 8,347 Registered Apprentices. The current Massachusetts Apprenticeship Initiative (MAI) is serving to assist the state in expanding the number and type of Registered Apprentices by 300 over a five-year period. This grant supports the education, creative expansion and integration of Apprenticeship, particularly for employers for whom Apprenticeship is a new concept. Massachusetts is utilizing ApprenticeshipUSA Accelerator grant funding to support an "Apprenticeship Champion", a position that will lead in the development of technical assistance strategies toward improvements in apprenticeship program quality and convene employers, workforce intermediaries and other stakeholders to identify strategic opportunities for the expansion of apprenticeship in Massachusetts. Working in tandem with the **Apprenticeship Champion**, three **Apprenticeship Coordinators** will have two core responsibilities: (1) execution of apprenticeship-related compliance and administrative activities to support businesses, working with Mass BizWorks and the Massachusetts' One-Stop Career Centers to outreach to, educate and assist new industries and employers and; (2) execution on the ground

sales strategy aligned with national branding efforts as well as provide training and support for front-line staff that promotes both innovation and quality in Registered Apprenticeship.

Furthermore, each **Apprenticeship Coordinator** is responsible for executing these responsibilities in three different spheres of work, categorized as follows:

- **Apprentice Coordinator, Diversity:** this position is tasked with expanding apprenticeship to include diverse populations.
- **Apprentice Coordinator, Industry Expansion:** this position is tasked with expanding apprenticeship to new industries.
- **Apprentice Coordinator, Business Expansion:** this position is tasked with scaling existing apprenticeship models or onboarding new businesses within industries currently engaged in apprenticeship work.

Massachusetts' State Apprenticeship Agency (SSA), the Division of Apprenticeship Standards (DAS) resides under the Department of Labor Standards (DLS), a "sister agency" of the Department of Career Services (DCS) under the Executive Office of Labor and Workforce Development (EOLWD). The Massachusetts Workforce Development Board (MWDB), under the leadership of Governor Baker, supports expansion and innovation in RA to the point that MWDB members have expressed an interest in the formation of an Apprenticeship subcommittee.

The Massachusetts State WIOA Plan and workforce development strategy affirms the need for the workforce system to align with economic development and education systems across the Commonwealth. The Workforce Skills Cabinet, comprised of the Secretaries of Labor and Workforce Development, Education, and Housing and Economic Development, responds to this need by aligning efforts at the Secretariat level and driving parallel aligned work in regional

economies. Specifically, registered apprenticeship is a strategy that will be utilized by all three WSC systems as they work to fulfill their mission of finding a way to help jobseekers to get the skills they need to fill available jobs in the Commonwealth, and to help businesses find qualified workers. The Workforce Skills Cabinet will convene the following partners: Workforce Development Boards, community colleges, state universities, the University of Massachusetts system, career and vocational-technical education schools, the Massachusetts Office of Business Development (MOBD), and Regional Economic Development Organizations (REDOs). Together, these entities will work on a regional level to identify business needs in high growth occupations and industry, and work backwards to fill those needs through education and workforce training. Apprenticeship is a vital component of this state-wide strategy, and will serve as a key tool for the workforce and education system to meet business needs.

In order to ensure that RA is an effective component of workforce development activities under regional planning, the Division of Apprentice Standards will work jointly with the Department of Career Services and the One-Stop Career Centers to connect job seekers with companies looking to sponsor apprentices. These efforts will encompass leveraging WIOA Title I funding to support related instruction as well as screening potential apprentices with an assessment tool for applied mathematics, reading for information and locating information. It will also include conducting business outreach in order to provide companies a solution to “grow their own talent” with registered apprenticeship in circumstances where there is a low availability of viable candidates.

The Commonwealth’s Community College System is also a committed partner in expanding apprenticeship. It will work towards this end by developing curriculum aligned with industry requirements, identifying current students or those who have recently been graduated as

potential apprentices who may just need to satisfy the on-the-job training elements and by working with its business partners to promote registered apprenticeship.

With regard to developing and maintaining a pipeline of apprentices, The Alliance for Vocational and Technical Education and the Massachusetts Association of Vocational Administrators will advocate for resources that will aid the expansion of registered apprenticeship. This includes equipment for training as well as operational assets to reduce student waiting lists for vocational programs. Graduates of vocational schools are a natural fit for apprentice training and AVTE and MAVA members committed are to using its partnerships to integrate registered apprenticeship as part of a seamless career pathway.

NAMC is a consortium of four workforce intermediaries working in partnership to support manufacturing as a critical sector in the Northeast economy. Over the past four years, these intermediaries have successfully obtained resources needed to support the workforce needs of manufacturing. All projects have been based directly on the input and leadership of manufacturing companies, including: developing career pathways that reflect local industry practice; continually updating curriculum to reflect changing skill needs and certification preferences; involving companies throughout training through company tours, networking events, and job fairs. NAMC is governed by a 13 member Business Leadership Team, and another approximately 75 companies participate as advisors; and this group is continually growing. Under this expansion grant, NAMC will target its Manufacturing Market Manager resources to inform additional workforce intermediaries of their efforts and ensure continued outreach to the industry, including economic development organizations, Adult Basic Education and CBOs as well as Chambers of Commerce and other professional organizations.

The Regional Employment Board of Hampden County, Inc. (REBHC), the federally designated Workforce Development board in Hampden County MA, will serve as the sponsor for all grant Apprenticeship activities. REBHC will develop an MOA with the employers, training providers, and other interested partners to ensure for proper program alignment and staff deployment.

NAMC (comprised of its business membership and four local workforce boards) and REBHC (in concert with the Central MA WIB) will work to accelerate Apprenticeship program development and assist DAS and the Massachusetts business teams, including the “Apprenticeship Expansion Team” staff funded through this grant, to broker new Apprenticeship partnerships, expand knowledge of and facility with program implementation and inform program design.

Additionally, the Commonwealth of Massachusetts prioritizes sector strategies in high growth occupations and industries through the WIOA State Plan and all aligned workforce development efforts. The Workforce Skills Cabinet is set to launch a regional planning initiative that requires coordination across economic development, workforce, and education systems in regional economies across the state. Regional teams will collaboratively identify high growth industries and occupations in their regions, and the state will prioritize grant-making and funding efforts in alignment with regional sector priorities. The State’s focus on regional high-growth sectors necessarily includes “earn while you learn” strategies, including apprenticeship, to ensure that Massachusetts residents are trained for jobs in their regions.

Diversity is vital to the health of apprenticeship initiatives. The Department of Labor Standard’s Affirmative Action plan and procedure calls for the Sponsor to ensure that “the recruitment, selection, employment, and training of apprentices during their apprenticeship, shall

be without discrimination because of race, color, religious creed, age, national origin, military status, sex, sexual orientation, genetic information, disability, or ancestry... the Sponsor shall utilize affirmative action to provide equal opportunity in apprenticeship.” Furthermore, the compact outlines specific steps to ensure access to low-income and underrepresented populations: “The Sponsor recognizes that affirmative action is not mere passive non-discrimination. It includes procedures, methods and activities for the identification, positive recruitment, training and motivation of present and potential minority and female (minority and non-minority) apprentices, including the establishment of goals and timetables.”

Several examples of this work already exist in Massachusetts, including the Massachusetts Department of Transportation’s pre-apprenticeship program that provides training for at least 300 young adults, women, minorities, or people from low-income families annually. The **Apprenticeship Coordinator for Diversity**, if funded through this grant, will be a vital intermediary to ensure that diversity and inclusion is a priority for Registered Apprenticeship Sponsors and employers.

Consistent with the goals of the Affirmative Action Plan, Sponsors must ensure access to apprenticeship for women. In the confines of this grant, the Early Education and Care is a field that is currently 97% female, and inclusion of this industry in the grant will add meaningful diversity to apprenticeship in Massachusetts. NAMC and the Hampden REB have both committed to specific diversity outreach strategies, reflecting the Commonwealth’s priority move women into traditionally male-dominated fields such as manufacturing.

The **Apprenticeship Coordinator for Diversity** will be a vital resource in ensuring that diverse populations are connected to adequate supportive services appropriate to target populations. Furthermore, the Early Education and Care model provides strong supports in the

form of mentoring to EEC apprentices, recognizing that these supports are necessary for successful progression through apprenticeship.

Each operator funded through this grant will take additional specific steps to implement diversity in apprenticeship. NAMC has developed and successfully implemented a pipeline development program called NAMCPOP (NAMC Pipeline Outreach Program). This project is led by all career centers within the NAMC region, with a goal to recruit, inform, prepare, enroll, and employ underrepresented populations in manufacturing, such as women, people with disabilities, immigrants, adult education learners, veterans, and young workers. Activities include: outreach through traditional and non-traditional print, TV, and radio media outlets; participation in events held with organizations that support these populations; direct outreach to these communities; speaking events at career centers and at locations where these populations are found; customer-friendly assessment tools used to develop employment plans for each individual, and; implementation of boot-camp type preparation programs. Since its implementation in January, 2016, NAMCPOP has resulted in 69 enrollments and 29 placements. NAMC will utilize this model to ensure increased participation in the current and expanded RA initiative.

The REBHC will utilize its current broad regional outreach network by aligning and coordinating the outreach efforts of the 1) Regional Department of Veterans Services offices, 2) Two One Stop Career Centers, and 3) Community/Faith Based Organizations. They will organize, facilitate and conduct Recruitment Information Meetings that will ensure access and equity in the outreach, recruitment and selection process, accelerate the selection of apprentices who are representative of the diversity, gender, and demographics of the region, and result in a more inclusive and diversified apprentice selection cohort. Special focus of the outreach will be

to accelerate the inclusion of women in apprenticeship, including strategies for moving women into non-traditional jobs. The REBHC as Sponsor will provide the supports and services to ensure a successful apprenticeship experience for both the employer and the participating apprentice.

The outreach and recruitment (O&R) phase of the grant will ensure access and equity in the selection process. The plan will result in cohorts that are representative of the diversity, gender, and demographics of the Region, and result in a more inclusive and diversified workforce that reflect the demographics of the patients serviced by the regional healthcare system. The O&R plan will include initiatives to accelerate efforts to attract minorities' and increasing numbers of bilingual applicants using the following partners:

- The Region's two (2) One Stop Career Centers and other One Stop Career Centers throughout the state will provide program information to their existing caseload of clients and will ensure that all new Center customers are aware of the suite of training opportunities. The Veterans representative at each of the career centers will be actively engaged in accessing and assisting those veteran's that are part of the caseload at each center.
- Collaborate with a myriad of regional Community Based Organizations (CBO's) to identify and recruit significantly larger numbers of bilingual applicants for the program.

Massachusetts also recognizes that executive-level leadership is vital to ensure diversity on the ground level. The EOLWD's Diversity Plan, established for fiscal years 2015-2017, recognizes the importance of non-discrimination, diversity, and equal opportunity in all aspects of State Government employment, business, programs, activities, and services. The Secretariat Diversity Director meets once a quarter with the Secretary of EOLWD to review diversity

outcomes, and these meetings are used to identify successes and troubleshoot regarding challenges to EOLWD attaining its diversity goals and objectives, internally throughout the Secretariat and throughout all agencies, including Department of Career Services and related staff. The diversity office is currently executing a targeted recruitment plan to improve employment outcomes among Hispanic/Latino and Asian populations, persons with disabilities, and veterans, and to maintain strong performance among women and African Americans. As of late 2015, 88.39% of employees and 73.43% of managers have received diversity training. Capitalizing on the strength of internal diversity, AJC staff also work to break down occupational segregation. The **Apprenticeship Coordinator** will support AJC staff in ensuring a diverse workforce of apprentices.

Massachusetts has developed an interdepartmental and inter-programmatic infrastructure that will support this grant and future Apprenticeship efforts. The Massachusetts Apprenticeship State Expansion project is a collaborative effort shared among the Executive Office of Labor and Workforce Development/Departments of Career Services and Unemployment Assistance (EOLWD/DCS & DUA), the Division of Apprentice Standards (DAS), the Massachusetts Community Colleges Executive Office (MCCEO), local Workforce Development Boards and Massachusetts employers. Activities supported by funds that are leveraged include; customer outreach, assessment, case management, referral, Pell grants, ITAs, OJTs, employer outreach and convening activities, MIS related costs, monitoring and support from MASS BIZWorks.

The ApprenticeshipUSA State Expansion Grant will also support **Apprenticeship Coordinators** who will work in multiple regions across Massachusetts to market registered apprenticeship to new industries/employers/populations. The **Apprenticeship Coordinators** will work locally with Massachusetts' centralized **Apprenticeship Champion** (\$200K, funded

by Apprenticeship Accelerator Grant) to strengthen DAS' capacity to improve and refine its outreach plan to increase employer demand for apprenticeship; contribute toward development of technical assistance strategies toward improvements in apprenticeship program quality; and convene employers, workforce intermediaries and other stakeholders to identify strategic opportunities for the expansion of apprenticeship in Massachusetts. The **Apprenticeship Coordinators** will also explicitly target new industries and diverse populations.

Furthermore, The Commonwealth of Massachusetts is committed to expanding career pathways for its residents. The state-funded Workforce Competitiveness Trust Fund currently supports 14 regional partnerships between businesses, educational institutions, community-based organizations, and workforce development groups, helping prepare more than 370 unemployed and/or underemployed Massachusetts residents with additional skills and job training for in-demand occupations. The Workforce Skills Cabinet has awarded \$9.3 million in workforce skills equipment capital grants to 35 high schools, community colleges, and vocational training providers in the last year. Programs such as YouthBuild teach young adults high-need skills in construction that lead to employment, and YouthWorks, a state-funded youth employment program, prepares youth for a transition into careers. The Workforce Training Fund allows businesses to apply for funding to train their employees, and the Healthcare Workforce Transformation Fund supports employee training in the healthcare industry.

While these efforts all demonstrate the State's commitment to on the job training and learning, they do not supplant federal grant funds directed towards apprenticeship. Rather, grant funds are vital in order for apprenticeship to become a sustainable, long-term strategy as Massachusetts works to train and employ its residents for jobs in high-growth industries.

As we institutionalize the structure to grow Apprenticeship, promotion and branding becomes a key activity to ensure widespread awareness of this vital workforce development tool. Working in tandem with the **Apprenticeship Champion**, three **Apprenticeship Coordinators** will have two core responsibilities that support marketing efforts: (1) Execution of apprenticeship-related compliance and administrative activities to support businesses. (2) Execution of on the ground expansion strategies aligned with national branding efforts. Education, marketing and outreach strategies will include regional promotional meetings, media messaging and employer events to increase awareness of value and benefits of apprenticeship for employers, workers, and educators.

Furthermore, each **Apprenticeship Coordinator** is responsible for executing these responsibilities in three different spheres of work, categorized as follows: The **Apprentice Coordinator, Diversity** is tasked with expanding apprenticeship to include diverse populations; the **Apprentice Coordinator, Industry Expansion** is tasked with expanding apprenticeship to new industries; the **Apprentice Coordinator, Business Expansion** is tasked with scaling existing apprenticeship models or onboarding new businesses within industries currently engaged in apprenticeship work. These positions play a vital role in building the state's promotion and outreach capacity and ensuring that the value of apprenticeship is recognized by an increasing number of employers and jobseekers.

Under the MASE, we will reconvene the MassWorkforce Apprenticeship Advisory Committee, a group comprised of industry and workforce intermediaries, including labor unions, labor-management organizations, industry associations, community-based organizations, non-profit organizations, as well as trade or industry associations, to advance the goals and strategies outlined herein.

**Apprenticeship Data Collection, Reporting and Regulatory Modernization** Currently, Massachusetts is collecting all of the data elements for the MAI Apprenticeship grant participants for entry into the RAPIDS reporting system. In addition, the Apprenticeship grant participants will be reported on the PIRL. The H1B section of the PIRL will indicate those in the grant.

**Plan for Continuation Funding:** In the first 18 month period of performance, MA plans to increase the number of Registered Apprentices by a minimum of 5% or 418. The new employers and occupations utilizing the Apprenticeship model will increase by 10% during the subsequent 18 month period and an additional 10% over the following 18 months. In order to accomplish this, funding is needed to support Apprenticeship Expansion Coordinators as well as to add capacity for DAS. Also, current funds will not provide the level of promotional and educational materials needed to support such an aggressive expansion. Under the current MAI project, staff of the state's Division of Apprentice Standards (DAS) have made great strides in the development and approval of quality work processes for in new industries and for occupations that are new to Apprenticeship. DAS staff meet directly with employers to understand the inner-workings of the business and assist the employer or sponsor in reverse-engineering the mechanical aspects of learning the job from the ground up into a formalized Work Process. Concurrently, DAS staff work with employer, community college, vocational technical school or other education providers to identify and/or develop accompanying Related Instruction. DAS has worked closely with DOL to streamline approval for new work processes in line with employer modern skill needs. Additional funding will provide DAS support to be agile and creative in meeting the needs of businesses new to Apprenticeship, including improving the approval

process and timing to facilitate the on-boarding of new apprentices to meet the employers' hiring schedule. Again, DAS needs added capacity in order to exponentially grow these activities.

The demand for apprenticeship in Massachusetts far exceeds the employers captured in the grant. Furthermore, the **Apprenticeship Coordinators** funded through this grant will continue to build the demand for Massachusetts among employers who are not currently aware of the model.

Continuation funding will sustain current employer participants to expand their own apprenticeship programs – many employers are treating this opportunity as a pilot project, but will want to expand if the pilot is successful, thus building scale within existing partners. In this context, continuation funding will ensure that Massachusetts can maintain this training model and continue to support companies and jobseekers already committed to RA.

Additionally, continuation funding will support the expansion of Apprenticeship into new industries. Companies and consortiums not currently participating in this grant have offered letters of support, partially in hopes that they can be funded in future continuation periods. The maintenance and expansion of apprenticeship within existing grant partners is critical if Massachusetts is to increase the number of apprentices by 25%, or 2085 apprentices, over three performance periods.

The participating employers, in addition to hiring apprentices, commit to the following:

1. Participate in on-going evaluation of the planned program outcomes,
2. Work closely with the State on sustainability initiatives to ensure continuation of the apprentice programs following the completion of the grant period.
3. Become ambassadors and champions for the program to other firms within their respective sectors, both regionally and across the Commonwealth.

While apprenticeship is already included in the state’s WIOA plan and Economic Development Plan, the State will continue to institutionalize RA into regional planning efforts. As awareness of Apprenticeship continues to grow, Apprenticeship may become a more common activity under the Workforce Training Fund, a program that provides funds to businesses to train new employees. Massachusetts has already begun work on a Strategic Plan for Apprenticeship, and will continue this work if grant funding allows us to grow apprenticeship to a robust, industry-spanning strategy. The MA Strategic Plan for Apprenticeship Expansion is led by the Executive Office of Labor and Workforce Development (EOLWD) and the Massachusetts Workforce Development Board (MWDB), in partnership with the Executive Office of Economic Development (EOED), Department of Labor Standards (DLS)/Division of Apprenticeship Standards (DAS), Department of Career Services (DCS), MassBizWorks and the Massachusetts Business Team, led by the Assistant Secretary for Business Services. The MWDB has expressed an interest in an Apprenticeship Committee. The “**Apprenticeship Champion**,” once hired, will report indirectly to this body. The Apprenticeship subcommittee, comprised of all above-named entities, representatives of Massachusetts businesses and WIOA Core Partner agencies will develop a five-year Apprenticeship Agenda for Massachusetts, including outreach and marketing strategies, employer engagement strategies and events, a portfolio of Return on Investment examples and potential mechanisms for continuation funding.

**iv. Organizational, Administrative, and Fiscal Capacity:** Please refer to Organization Chart, Attachment 17.

**Staffing Plans:** DCS, as the grantee, will maintain responsibility for fiscal and administrative management. Professional experience and expertise of the Project Manager and related project staff who are currently working on DCS grants such as NEGs, DEIs, JVSG, Wagner-Peyser,

WIOA Title I, Trade, etc., includes grants management and oversight (fiscal and program), project management, curriculum development, development and delivery of staff training and delivery of fiscal and programmatic technical assistance through various mediums. The staff positions that are “**Apprenticeship Coordinators**” comprise the “**Apprenticeship Expansion Team**,” leaders for Apprenticeship outreach and promotion who will report in to DCS with direct connections to EOLWD’s Business Team, including MassBizWork\$ and the network of statewide workforce system Business Services Representatives. The Apprenticeship expertise resides within DAS, DCS’ sister agency, which maintains responsibility for project deliverables and outcomes. DAS staff will share knowledge, tools and experience with DCS staff. DAS will have direct responsibility for and oversight of the Apprenticeships, including working closely with sponsors and employer in the development of the Apprenticeship components (Work Processes (WP) and Related Instruction (RI)) and follow-through for compliance. The local workforce board project leads are responsible to coordinate between DAS, employers, community colleges/training providers, and One-Stop Career Centers for Apprenticeship outreach, component development, candidate recruitment, assessment, preparation and referral and follow-up to ensure quality and continuous improvement.

**Project Management Strategy:** EOLWD, DCS, DLS and DAS will collectively oversee the development and progress of the Commonwealth’s Apprenticeship Expansion strategies, including setting goals, deliverables and benchmarks to measure progress of the expansion of Apprenticeship in Massachusetts. DCS, the grant recipient and fiscal agent, will manage the grant, including administering sub-contracts, data collection and entry, utilizing the Massachusetts One-Stop Employment System (MOSES) database, federal reporting and evaluation requirements. DAS will directly support the employers in the development and

execution of Apprenticeships, collect Apprenticeship data, utilize the “Apprenticeship Champion” position funded through the Accelerator grant to lead in the development of educational and outreach materials and sessions to new employers and lead and support the work of the Apprenticeship Expansion Team. DAS and DCS will work collaboratively with the Local Boards to ensure that recruitment efforts are on track, and oversee daily operations. Boards will lead efforts to recruit new businesses to develop and implement Apprenticeship programs and provide leadership and oversight to OSCCs and other organizations in recruitment efforts for Apprenticeship candidates.

**Administrative Controls:** DCS will conduct program administration to improve program efficiency, program quality and outcome measurement, data collection and grant reporting, grant monitoring and evaluation. The highly-specialized divisions within DCS ensure the agency has the capacity to implement this initiative. Administration and Finance Department has expertise in fiscal and budgetary analysis and will analyze cost-benefits and develop cost-effectiveness strategies. The organizational structure ensures comprehensive oversight with a structure of checks and balances. The staff monitors and analyzes all expenditures and revenues. The Accounting Department reports the expenditures and revenues, and DCS has an excellent track record of timely reporting to USDOL. The MOSES case management system offers real time participant data upon request.

**Hiring Plan for Key Staff:** Key staffs are in place at DCS, the workforce boards, and DAS to begin implementation upon notification of award.

**Communications capacity:** DCS is well positioned to lead communications and will work in partnership with the Director of Apprentice Standards and the workforce boards to consistently

communicate with employers and program operators. The DCS Policy and Programs Manager will oversee the coordination and communication. This individual has 28 years of experience with initiatives of similar complexity and partnership breadth including the MA Apprenticeship Initiative (MAI), Disability Employment Initiative (DEI), National Dislocated Worker Grants (NDWG), Jobs for Veterans State Grant (JVSG), WIOA Title I Adult, Youth and Dislocated Worker programs and On-the-Job Training (OJT) Initiatives.

The MA Department of Career Services (DCS), has a proven record of on-time, comprehensive reporting on Department of Labor (DOL) performance requirements and will work closely with DAS and the regional project leads to ensure thorough reporting on all metrics. The Director of MIS for DCS will coordinate with DAS and regional partners. This initiative will utilize the state's career center data information system, MOSES, to track outreach, initial assessments, and referrals to pre-apprenticeship programs at the community colleges and apprenticeship referrals to employers. Once apprentices are hired by employers, they will be monitored and tracked for completion.

**Collaboration Commitment to Shared Data Collection, Reporting and Evaluation:** DCS will lead coordination efforts of all milestones, outputs, and outcomes among the regional partnerships and DAS. All partners will utilize MOSES to track participants from recruitment to apprenticeship completion. DAS will manage and monitor implementation of work processes and related instruction through their MIS system. The main point of contact in the MA Community Colleges Executive Offices (MACCEO) will centrally coordinate efforts with the colleges to track completion of courses and credits awarded for apprenticeships. In order to effectively collect and report on milestones and outcomes, each of the employers participating in this grant will complete a standardized pre-apprenticeship evaluation to

measure their current competencies and identify the gaps in skills that the apprenticeship is seeking to address. This will help the employer work with partners (community colleges, etc.) to create tailored apprenticeship programs for participants and to track their progress through a series of skills-based follow-up tests.

MA DCS will organize communication among all levels of the project and across all partners. DCS is experienced in this regard as this agency is also responsible for communication within the Massachusetts system of Once-Stop Career Centers (32), Workforce Boards (16), and Joint Communication to all workforce intermediaries with our State Partners. Utilizing the MassWorkforce Issuance system, and extensive distribution listings of engaged partners, DCS will continue to coordinate and facilitate quarterly in-person Apprenticeship Roundtable meetings to share successes, challenges and ideas for improvement among Apprenticeship partners (employers, educational institutions, vendors, intermediaries, sponsors, front-line staff and Apprentices). **Apprenticeship Coordinators** will communicate directly with partners in their areas. Each Coordinator will channel information from their localized work back to the Apprenticeship Champion for state-wide communication where beneficial. (for example; collection of 'Return on Investment' data to develop marketing material for employer outreach; career center open houses promoting RA opportunities)

Collectively, the Massachusetts Apprenticeship State Expansion (**MASE**) Project symbolizes landmark collaboration between government, businesses, and community organizations. If funded, this grant will ensure that Massachusetts businesses have access to a high quality talent pool, and Massachusetts residents will have access to high quality career pathways.

**ABSTRACT** – Massachusetts Apprenticeship State Expansion Grant

- 1. Expansion Grant Project Name:** Massachusetts Apprenticeship Expansion Project
- 2. Applicant Organization:** Massachusetts EOLWD/Department of Career Services (DCS),  
19 Staniford Street, Boston MA 02114: <http://www.mass.gov/massworkforce/>
- 3. Applicant Primary Contact:** Diane Hurley, Manager, Policy and Program Operations,  
Massachusetts DCS, 19 Staniford Street, Boston, MA 02114.  
  
Office Phone: 617-626-5701 Email: [Diane.L.Hurley@MassMail.State.MA.US](mailto:Diane.L.Hurley@MassMail.State.MA.US)
- 4. Summary of Program Activities:** The Massachusetts Apprenticeship Expansion Project will support “Apprentice Coordinators”; regional consultants who will work in concert with the Apprentice Champion (funded under the Accelerator Grant) in order to support the Governor’s vision for apprenticeship expansion as detailed in the State Plan. Massachusetts’ Coordinators will work with existing compliance staff at the Division of Apprenticeship Standards (DAS); with Business Service Representatives/staff at each of Massachusetts’s 32 One-Stop Career Centers to market RA to Massachusetts employers statewide; with the Apprenticeship Champion and DCS/DAS to create statewide RA models and establish realistic and attainable projections for growth. Funds will also assist with coordination and standardization of work processes and provision of related instruction for employer partners identified in the grant narrative.

With an Industry Cap-Breaker award, Massachusetts will seek to expand apprenticeship in two areas: Education and Healthcare. Goals in the education sector include **a)** piloting a program for credentialing “Child Development Associates” in order to assist center-based child care providers in meeting new standards set by Early Education and Care’s (EEC) Quality Rating Improvement System (QRIS) and **b)** expansion of Massachusetts Community College’s capacity to provide the same credentialing across the state. In healthcare,

## **ABSTRACT – Massachusetts Apprenticeship State Expansion Grant**

Massachusetts will work initially with two employers, each with multiple locations representing more than 90 communities, committed to implementing RA for Pharmacy Technicians and Support Advocates. Models can then be replicated statewide and expanded to additional occupations. When looking strictly at employment share by sector, Education and Health Services accounts for 22 percent of all jobs in the state; a large sector with a continuously growing number of employers to market RA.

With an Equity Cap-Breaker award Massachusetts will further its efforts in diversifying the population registered in apprenticeship programs by expanding on a program piloted by the Northeast Advanced Manufacturing Consortium; NAMCPOP – Pipeline Outreach Program. The program has already yielded successes in a localized area. Grant funds would allow for duplication of the program in other geographies across the State.

**5. Areas Served by the Expansion Grant:** Statewide

**6. Key Outcomes:** Statewide expansion of RAs by 25% over 42 months via deployment of regional Apprenticeship Coordinators, establishment of policy, creation of duplicable models, and increased and concentrated outreach to non-traditional industries and underrepresented populations.

**7. Number of Apprentices to be Served:** 418 initially, 2,086 over the 42 month period.

**8. Target populations:** Women, Communities of Color, and Low Income Individuals.

**9. Target Industries:** Education, Culinary, Healthcare, Human Services, Manufacturing.

**10. Key Partner(s):** Please see attached letters of support and letters of commitment.

**11. Funding Level:** Base: \$ 1.5 M – Massachusetts is an SAA State with a baseline of 8,347 RAs; Equity Cap Breaker: \$500,000; Industry Cap Breaker: \$ 1.2 M.



OFFICE OF THE GOVERNOR  
**COMMONWEALTH OF MASSACHUSETTS**  
STATE HOUSE • BOSTON, MA 02133  
(617) 725-4000

**CHARLES D. BAKER**  
GOVERNOR

**KARYN E. POLITO**  
LIEUTENANT GOVERNOR

September 2, 2016

Ms. Portia Y. Wu  
Assistant Secretary of Labor  
Employment and Training Administration  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

Dear Assistant Secretary Wu:

The Baker-Polito Administration is committed to expanding “earn while you learn” opportunities in order to strengthen our workforce and meet business demand. Massachusetts’ State WIOA Plan commits to encouraging Workforce Areas to utilize federal WIOA funding and state resources to support sector or career pathway initiatives, with a heavy emphasis on apprenticeship to grow the use of apprenticeship as an “earn while you learn” tool.

Massachusetts has a long, deep history in developing apprenticeship programming through union-based models. However, the Commonwealth has not historically supported strategies to expand the apprenticeship model to non-traditional employers or industries. Registered Apprenticeship remains an underutilized workforce development tool in Massachusetts. As of July 2016, there were an estimated 3.57 million jobs in the Commonwealth<sup>1</sup>. In contrast, there are roughly 8,000 individuals formally registered as apprentices with the State’s Division of Labor Standards, less than 0.25% of the total workforce. While Massachusetts has added jobs, the struggle businesses face to find qualified candidates has increased. Since 2009, demand for workers has continued to rise, as measured by Talent Neuron’s Wanted Analytics tool. The numbers of job’s being posted online has increased 39% in the last six years.

This year, my Administration completed a SWOT analysis to develop a set of recommendations to grow apprenticeship beyond our traditional models. Several key issues emerged from the analysis that must be addressed to move forward to diversify Registered Apprenticeship models across the state. The most significant needs include a statewide strategy to organize outreach to business and the development of more efficient work flow processes and training curriculum that are easy to use for small to mid-size business in order to adopt a Registered Apprenticeship models. To that end, my Administration pursued and won new resources through a DOL-supported Massachusetts Apprenticeship Initiative and the more recent ApprenticeshipUSA State

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<sup>1</sup> MA DUA Current Employment Statistics, July 2016

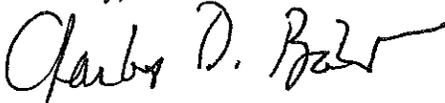
Accelerator Grant to *pilot* new Registered Apprenticeship models in manufacturing, health care, transportation and other key industries across the state.

The \$3.2M Apprenticeship Expansion Grant application will build on these existing grants to scale up state capacity and open up access and diversify to Registered Apprenticeship models to grow the core of the apprenticeship workforce. The proposed grant will address and target two critical issues identified by both workforce and apprenticeship staff and companies that are also reflected in the SWOT analysis in order to scale practices. The grant will reach over 400 participants in the first 18 months alone and move them into high-quality career pathways. Specifically, the Commonwealth will grow the number of apprentices by at least 5%, or at least 417 apprentices, through the following strategies:

- **Streamline business processes for Registered Apprenticeship.** Three apprenticeship coordinators will be hired to support businesses with paperwork requirements to adopt Registered Apprenticeships and work flow processes. The positions will build capacity within the state workforce / apprenticeship system to scale up the number of employers who can adopt these models in particular small and mid-sized. In addition, these positions will expand apprenticeship to new industries, including early education and care and nursing, and diversify existing apprenticeship programs. The three coordinators will also implement and support marketing and sales efforts across the state established through the statewide outreach coordinator established through the ApprenticeshipUSA State Accelerator Grant.
- **Funding related instruction.** In order to incentivize businesses and support jobseekers, funding will be used for related instruction, fulfilled either through the employer, community college, or other training provider. As a result, employees will be trained for jobs that employers need to fill. The grant will also focus on create new statewide apprenticeship career pathways that employers can adopt across an industry. For example, the grant will create a Registered Apprenticeship pathway to a Child Development Associate credential for incumbent workers in early education organizations as they adapt to the new state education requirements for teachers in the field. The project provide support for instruction costs to more than 35 number of employers in culinary, health care, education, manufacturing, and more industries initially identified through the development of the grant application and will continue to expand outreach to additional companies.

Thank you for your continued support of our efforts to educate, train, and employ Massachusetts residents.

Sincerely,



Charles D. Baker  
Governor



THE COMMONWEALTH OF MASSACHUSETTS  
WORKFORCE SKILLS CABINET

CHARLES D. BAKER  
GOVERNOR

KARYN E. POLITO  
LIEUTENANT GOVERNOR

September 1, 2016

Ms. Portia Y. Wu  
Assistant Secretary of Labor  
Employment and Training Administration  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

Dear Assistant Secretary Wu:

In 2015, the Baker-Polito Administration created The Workforce Skills Cabinet (WSC) in order to align and coordinate Executive Offices of Labor and Workforce Development (EOLWD), Housing and Economic Development (EOHED), and Education (EOE) and address skill needs in regional economies. This order reflects the Administration's commitment to "earn while you learn" opportunities that strengthen our workforce and meet business demand. Apprenticeship is vital to this work: this process supports our workers by providing them with relevant and timely training, and supports our employers by creating a skilled talent pipeline.

To date, the WSC has created a Governor's BizWorks team, tasked with working with businesses on both short and long-term hiring needs in a standardized, demand-driven manner; expanded sectoral career pathways by taking steps including awarding \$9.3 million in workforce skills equipment grants to 35 high schools, community colleges and vocational training providers across the Commonwealth, and; commenced the process of aligning state strategy, resources, and results to the needs of regional economies. As the Massachusetts economy grows, apprenticeship will become a key tool used by the BizWorks team to meet employer hiring needs, a career pathway for students in high schools, community colleges, and vocational training providers. Funds for apprenticeship will also be a critical lever at the state level to support the needs of regional economies.

The \$3.2M Apprenticeship Expansion Grant will build on these existing efforts and two other key apprenticeship grants in the state of Massachusetts to scale up capacity to expand to new regional industries and diversify the apprenticeship workforce. As a result of this grant, over 400 new apprentices will join the Massachusetts workforce, and over 35 Massachusetts companies will meet their hiring needs.

JAMES A. PEYSER  
SECRETARY,  
EDUCATION

RONALD L. WALKER, II (CHAIR)  
SECRETARY, LABOR AND  
WORKFORCE DEVELOPMENT

JAY ASH  
SECRETARY, HOUSING AND  
ECONOMIC DEVELOPMENT

As Massachusetts works to grow the number of apprentices by at least 5% in the 18 month performance period, the Workforce Skills Cabinet will support the following grant-funded strategies:

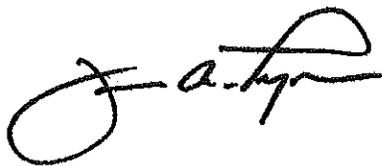
- **Building capacity.** Three apprenticeship coordinators will be hired to support businesses with compliance or paperwork requirements, expand apprenticeship to new industries, including early education and care and nursing, and diversify existing apprenticeship programs. The coordinators will also support larger marketing and sales work being at the state level to expand apprenticeship state-wide.
- **Funding related instruction.** In order to incentivize businesses and support jobseekers, funding will be used for related instruction, fulfilled either through the employer, community college, or other training provider. As a result, employees will be trained for jobs that employers need to fill.

The Workforce Skills Cabinet is committed to supporting the growth of high-quality career pathways in Massachusetts. This grant application is a critical step in ensuring that Massachusetts residents are educated, trained, and employed in the industries that make Massachusetts thrive.

Sincerely,



Ronald L. Walker, II  
Secretary of Labor and Workforce Development



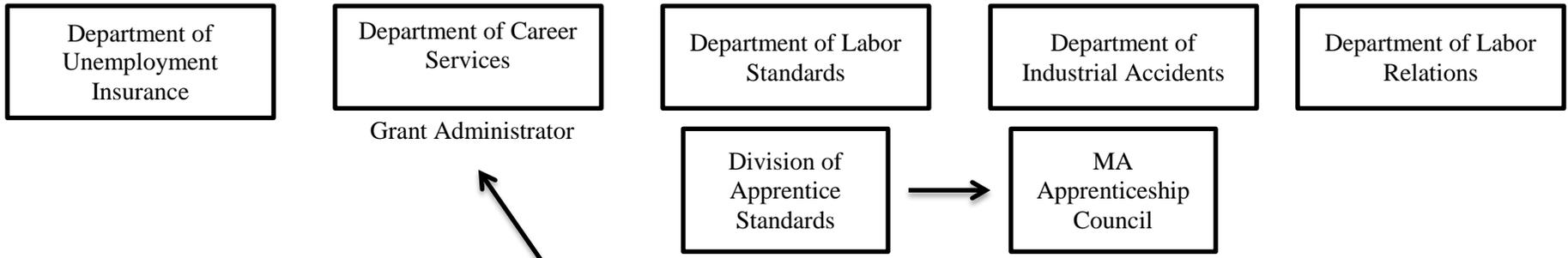
Jim Peyser  
Secretary of Education



Jay Ash  
Secretary of Housing and Economic Development

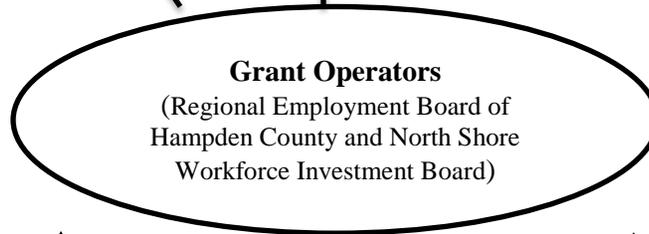
ApprenticeshipUSA State Expansion Grant - MASSACHSETTS

*Executive Office of Labor and Workforce Development*



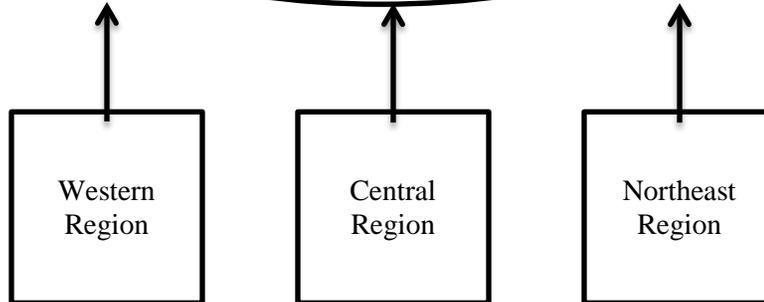
**Members of MA Apprenticeship Council**

- 3 Managers from Business
- 3 from Labor Union
- 2 from Teaching Facility
- 2 Individuals from different backgrounds



**Members within MA Workforce Areas**

- DAS Compliance Officer
- Apprenticeship Sales Team
- Career Center Director
- Community College Workforce Development Director
- WIB Business Liaisons
- Employers
- Voc/Tec Ed
- Community Business Organizations (CBOs)



**Employer Partners**

- Baystate Health
- Holyoke Medical Center
- WMNTMA Companies
- SnapChef
- CVS Pharmacy
- Other Allied Health Orgs
- Early Education & Care
- Seven Hills Foundation
- Northeast Manufacturing Consortium (72 companies)





Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

<b>Data Elements and Targets – Hampden County REB</b>		
18-month Periods of Performance (POP):		
POP 1 (11/01/2016 - 04/30/2018)		
POP 2 (05/01/2018 - 10/31/2019)		
POP 3 (11/01/2019 - 04/30/2021)		
Total number of new businesses engaged:		
Region: Hampden County REB	POP 1: 7 POP 2: 9 POP 3: 9	TOTAL: 25
Total number of new Registered Apprenticeship programs in the State		
Region: Hampden County REB	POP 1: 6 POP 2: 8 POP 3: 8	TOTAL: 22
Total number of existing Registered Apprenticeship programs expanded (e.g., adding occupations or increasing the number of apprentices registered)		
Region: Hampden County REB	POP 1: 6 POP 2: 4 POP 3: 4	TOTAL: 16
Total number of participants receiving services under this grant (could include pre-apprentices and those receiving other types of work readiness training)		
Region: Hampden County REB	POP 1: 175 POP 2: 190 POP 3: 200	TOTAL: 565

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

<p>Total number of RAs in the State. Targets must describe a minimum of 5% growth or an increase of 100 Registered Apprentices over the initial baseline (whichever is greater) in the first 18 month period of performance, an additional 10% or an increase of 200 Registered Apprentices over the initial baseline (whichever is greater) in the second 18 month period of performance, and an additional 10% or an increase of 200 Registered Apprentices over the initial baseline (whichever is greater) in the third 18-month period of performance, for a total of approximately 25% growth or at least an increase of 500 Registered Apprentices (whichever is greater) in apprenticeship over three and a half years</p>		
Region: Hampden County REB	POP 1: 175 POP 2: 220 POP 3: 375	TOTAL: 770
<p>Number and percentage of women served in Registered Apprenticeship</p>		
Region: Hampden County REB	POP 1: 80 POP 2: 110 POP 3: 110	TOTAL: 300
<p>Number and percentage of underrepresented populations served in Registered Apprenticeship</p>		
Region: Hampden County REB	POP 1: 75 (43%) POP 2: 115 (52%) POP 3: 160 (42%)	TOTAL: 350
<p>Number and percentage of youth (16-24 year-olds) served in Registered Apprenticeship</p>		
Region: Hampden County REB	POP 1: 26 (15%) POP 2: 33 (15%) POP 3: 75 (20%)	TOTAL: 134
<p>Percentage of apprentices served who complete their Registered Apprenticeship program (Statewide Completion Rate)</p>		
Region: Hampden County REB	POP 1: 88% POP 2: 88% POP 3: 88%	TOTAL: 88%

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

Percentage of Registered Apprentices receiving any services under titles I-IV of WIOA relative to all registered apprentices Statewide		
Region: Hampden County REB	POP 1: 60% POP 2: 65% POP 3: 65%	TOTAL: 63%
Total number of Registered Apprentices receiving any services under titles I-IV of WIOA.		
Region: Hampden County REB	POP 1: 105 POP 2: 143 POP 3: 160	TOTAL: 408
Total number of Sponsors receiving support from the public workforce system with screening, referrals, assessments and other services that support the Registered Apprenticeship program		
Region: Hampden County REB	POP 1: 2 POP 2: 2 POP 3: 2	TOTAL: 6
Total number of Sponsors receiving WIOA-funded support for their apprentices (e.g., supportive services, classroom training, OJT)		
Region: Hampden County REB	POP 1: 2 POP 2: 2 POP 3: 2	TOTAL: 6

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

<b>Goals/North Shore WIB</b>	<b>Milestones</b>	<b>Timeframe</b>	<b>Outputs</b>	<b>Outcomes</b>
Formalize NAMC training as self-sustainable pre-apprenticeship at our community colleges and CTE schools	-curriculum reviewed and approved by employer partners -program submitted to MDAS -reviewed and approved by MDAS -on-going review by employer partners and updated as needed	-6 months  -8 to 12 months  -12 months  -12 months on	-20 trainees graduate as pre-apprenticeships -4 apprentices from this group registered	-30% increase in successful completion of apprenticeship completions due to appropriate pre-apprenticeship preparation
Establishment and support of a manufacturing pipeline of trainees and employees across the region funded through the Equity Cap Breaker	-services provided to under-represented populations -presence of a wait list of trainees into NAMC training programs -sufficient referral numbers for apprentice positions and direct employment	-12 months  -12 months  -12 months	-6 (30% of total) trainees of under-represented populations enrolled -NAMC programs are filled 1 month before start of programs -2 to 5 referrals for each apprenticeship position	- Higher number of under-represented population entering manufacturing industry through apprenticeships
New manufacturing subsectors served through NAMC and participating in apprenticeships	New subsector in NAMC every 6 months	-6 months	-2 to 3 apprentices in these new subsectors	-2 to 3 successful apprentice completions and promotion to journeymen
New work processes/RI developed for different occupations	-1 new WP/RI every 6 months	-6 months	- 1 new apprentice in these new occupations	-1 successful apprentice completion in these new occupations.
Expand the marketing campaign to increase companies involved	- increase industry events from 1/year to 2/year Increase business visitations across the industry	-6 months (2 per year moving forward)	8 to 10 New companies participating in RA	-increases in apprenticeships opportunities in manufacturing industry

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

<b>Data Elements and Targets – North Shore</b>		
18-month Periods of Performance (POP):		
POP 1 (11/01/2016 - 04/30/2018)		
POP 2 (05/01/2018 - 10/31/2019)		
POP 3 (11/01/2019 - 04/30/2021)		
Total number of new businesses engaged:		
Region: North Shore	POP 1: 8 - 10 POP 2: POP 3:	TOTAL: 8 - 10
Total number of new Registered Apprenticeship programs in the State		
Region: North Shore	POP 1: 20 POP 2: POP 3:	TOTAL: 20
Total number of existing Registered Apprenticeship programs expanded (e.g., adding occupations or increasing the number of apprentices registered)		
Region: North Shore	POP 1: POP 2: POP 3:	TOTAL: N/A
Total number of participants receiving services under this grant (could include pre-apprentices and those receiving other types of work readiness training)		
Region: North Shore	POP 1: 48 (2 cycles of NAMC training) POP 2: POP 3:	TOTAL:
Total number of RAs in the State. Targets must describe a minimum of 5% growth or an increase of 100 Registered Apprentices over the initial baseline (whichever is greater) in the first 18 month period of performance, an additional 10% or an increase of 200 Registered Apprentices over the initial baseline (whichever is greater) in the second 18 month period of performance, and an additional 10% or an increase of 200 Registered Apprentices over the initial baseline (whichever is greater) in the third 18-month period of performance, for a total of approximately 25% growth or at least an increase of 500 Registered Apprentices (whichever is greater) in apprenticeship over three and a half years.		
Region 1:	POP 1:	TOTAL:

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

	POP 2: POP 3:	
Number and percentage of women served in Registered Apprenticeship		
Region: North Shore	POP 1: POP 2: POP 3:	TOTAL:
Number and percentage of underrepresented populations served in Registered Apprenticeship		
Region: North Shore	POP 1: 6 (30% of 20) POP 2: POP 3:	TOTAL: 6 (30% of 20)
Number and percentage of youth (16-24 year-olds) served in Registered Apprenticeship		
Region: North Shore	POP 1: POP 2: POP 3:	TOTAL:
Percentage of apprentices served who complete their Registered Apprenticeship program (Statewide Completion Rate)		
Region: North Shore	POP 1: 56 POP 2: POP 3:	TOTAL: 20 (new) 64 (original) 84 (Total) 66% complete
Percentage of Registered Apprentices receiving any services under titles I-IV of WIOA relative to all registered apprentices Statewide		
Region: North Shore	POP 1: POP 2: POP 3:	TOTAL: Not sure how to calculate
Total number of Registered Apprentices receiving any services under titles I-IV of WIOA		

Massachusetts Goals / Milestones / Outcomes / Outputs – Data Elements and Targets

Region: North Shore	POP 1: POP 2: POP 3:	TOTAL:
Total number of Sponsors receiving support from the public workforce system with screening, referrals, assessments and other services that support the Registered Apprenticeship program		
Region: North Shore	POP 1: 1 POP 2: POP 3:	TOTAL: 1 (NSWIB on behalf of NAMC)
Total number of Sponsors receiving WIOA-funded support for their apprentices (e.g., supportive services, classroom training, OJT)		
Region: North Shore	POP 1: 1 POP 2: POP 3:	TOTAL: 1 (NSWIB on behalf of NAMC)

**Commonwealth of Massachusetts Division of Apprentices Training**

**Current Active Apprentices Summary by Field Rep**

**All Field Reps**

**Total Apprentices 8,347**

<b>Sex</b>	<b>Number</b>	<b>% of Total</b>	<b>Disabled</b>	<b>Number</b>	<b>% of Total</b>	<b>Veteran</b>	<b>Number</b>	<b>% of Total</b>
Females	742	8.89	Disabled	178	2.13	Vietnam Era	1	0.01
Males	7597	91.01	Not Disabled	8169	97.87	Gulf War	1	0.01
Uncoded	8	0.10	Uncoded	0	0.00	Iraq War	1	0.01
						Other Veteran	750	8.99
						Non-Veteran	7594	90.98
						Uncoded	0	0.00

<b>Ethnic</b>	<b>Number</b>	<b>% of Total</b>	<b>Status</b>	<b>Number</b>	<b>% of Total</b>	<b>Education</b>	<b>Number</b>	<b>% of Total</b>
White	6522	78.14	Active	8347	100.00	< High School	21	0.25
Black	792	9.49	Completed	0	0.00	High School	4851	58.12
Amer Indian	38	0.46	Cancelled	0	0.00	13, 14, 15	1851	22.18
Asian/PI	115	1.38	Other	0	0.00	16+	528	6.33
Hispanic	600	7.19				Uncoded	1096	13.13
Latino	0	0.00						
Other	217	2.60						
Uncoded	63	0.75						
Minority								
males	1499	17.96						
Minority and	43	0.52						
uncoded males								

**Massachusetts**

**No one age 14 and over speaks English only or speaks English "very well"**

**Estimate Margin of Error**

All households 5.8% +/-0.1

Households speaking --  
Spanish 27.3% +/-0.7

Other Indo-European languages 19.5% +/-0.6

Asian and Pacific Island languages 30.3% +/-1.0

Other languages 19.2% +/-1.5

Source: American Community Survey 2014

## **Attachment E: Letters of Commitment**



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
DEPARTMENT OF LABOR STANDARDS

CHARLES D. BAKER  
GOVERNOR

KARYN E. POLITO  
LIEUTENANT GOVERNOR

September 1, 2016

RONALD L. WALKER, II  
SECRETARY

WILLIAM D. MCKINNEY  
DIRECTOR

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

The Commonwealth of Massachusetts, Department of Labor Standards includes the Division of Apprentices Standards. We are committed to growing the apprenticeship model in Massachusetts.

We recognize the importance of the apprenticeship earn-while-you-learn model and what it means to those who cannot or choose not to go to college. This provides another important path to a middle-class life. The most common apprentices that we register are part of the building trades. We would like to expand that to the multitude of other occupations that are also apprenticable. This would allow for even greater participation on the part of employees and employers who might not know anything about how apprenticeship can help them grow their business and retain their employees.

These Federal funds, along with our state funds, would also allow us to assist the many underserved populations. We would like to help those that need our help the most.

Sincerely,

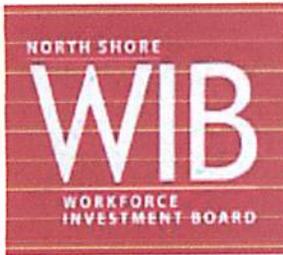
William D. McKinney

Director

MA Department of Labor Standards

617-626-6973

[William.McKinney@state.ma.us](mailto:William.McKinney@state.ma.us)



70 Washington Street, Suite 314, Salem, MA 01970  
P 978-741-3805 • F 978-741-3809

[www.northshorewib.com](http://www.northshorewib.com)

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September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

On behalf of the Northeast Advanced Manufacturing Consortium (NAMC) the North Shore Workforce Investment Board is committed to being an Operator, to increase opportunities and new career pathways to underserved populations in apprenticeships, through the Massachusetts Apprenticeship Expansion (MAE) Grant application.

Through the efforts of NAMC we would like to continue our outreach to underrepresented populations in our region with innovative programming and quality apprenticeships. Given the current low unemployment rate, the need is great to convince those who have not considered manufacturing as a career that the industry offers much opportunity for career growth and excellent earnings.

The North Shore Workforce Investment Board and our NAMC partners are committed to the training and advancement of apprentices across our region. With a continued focus on apprenticeships, along with Federal and State funding opportunities, manufacturing opportunities are expected to increase for Veterans, women, communities of color, individuals with disabilities and other underrepresented populations.

Please contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Mary W. Sarris".

Mary Sarris,  
Executive Director

cc: Gail Brown, Greater Lowell WIB, Executive Director  
Sunny Schwartz, Metro North REB, Executive Director  
Ralph Abislaiman, Merrimack Valley WIB, Executive Director  
Brian Norris, NAMC, Director

September 1, 2010

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

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Please contact me if you have any questions.

Sincerely,

Mary Garcia  
Executive Director

cc: Brian Norris, NAMC, Director  
Ralph Adisimian, Merrimack Valley WIA, Executive Director  
Sandy Schwartz, Metro North RRB, Executive Director  
Gail Brown, Greater Lowell WIA, Executive Director



REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.

*Your Connection to Workforce Development*

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

The Regional Employment Board of Hampden County, Inc. (REB) is pleased to submit this Letter of Commitment to partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the Apprenticeship USA State Expansion funding to expand high skill apprenticeship capacity. The REB is the WIOA designated Workforce Development Board in Hampden County.

The REB will receive a sub-award from the funds provided from the Apprenticeship USA State Expansion to support their work, and will be involved and committed to the following grant work tasks and deliverables:

- ↓ Serve as the Program Sponsor for selected Apprenticeship programs
- ↓ Collaborate with the MA Division of Apprentice Standards (DAS) to ensure that all Apprentice Employer Agreements and required individual participating apprentice forms are completed and executed in accordance with DAS standards and requirements and in conformity with any reporting requirements mandated by the Apprenticeship USA State Expansion grant
- ↓ Participate in any Apprenticeship USA State Expansion Project Advisory Group
- ↓ Identify additional employers to participate in the Apprenticeship USA State Expansion grant
- ↓ Provide information to the MA Division of Career Services (DCS) for reporting purposes to the U.S. Department of Labor
- ↓ Provide technical assistance and support to participating employers in developing the appropriate Work Process (WP) and corresponding Related Technical Instruction (RTI)
- ↓ Assign a portion of the time of the President & CEO and Vice-President of Workforce Development Operations to provide high-level project oversight and interact with other grant partners;
- ↓ Assign appropriate staff to ensure that all apprenticeship program activities and work tasks are delivered in a coordinated and comprehensive manner, completed on time, and in accordance with the project budget and work plan
- ↓ Provide oversight and technical assistance to the One-Stop Career Center Operator to ensure successful implementation of all activities related to outreach, recruitment and assessment of all new apprentices

- ↓ Prepare all financial reports for timely and accurate submission to DCS
- ↓ Document promising and scalable practices and protocols for replication in other regions of the State and country
- ↓ Work closely with grant partners to engage new employers throughout the life of the grant, and seek additional cash and in-kind leverage to broaden and deepen industry commitment and engagement
- ↓ Coordinate all industry-led regional initiatives focused on identifying sustainable investment to ensure continuation of training programs and activities following the completion of the grant

In addition to our commitments described above, the REB we will participate in on-going evaluation of the planned program outcomes, and will work closely with the State on sustainability initiatives to ensure continuation of the training programs following the completion of the grant period. The REB will be the ambassador and champion for the apprenticeship job creation model throughout our economic corridor.

Given the dynamics of the labor market here, the REB are very interested in supporting our apprentices' continued learning and credential attainment and would consider joining the Registered Apprentice College Consortium to promote more opportunities for apprentices to receive college credit for their experiences.

The REB is eager to engage with the Commonwealth in this important initiative to recruit, train, and promote the next generation of apprentices, and looks forward to partnering with the Commonwealth of Massachusetts to successfully implement the Apprenticeship USA State Expansion grant program.

Sincerely yours,



David M. Cruise,  
President & CEO



1 September 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney,

The Commonwealth of Massachusetts, Department of Early Education and Care (EEC) will be working closely with the Division of Apprentice Standards in establishing this new EEC Apprenticeship Program.

Once known as day care, or child care, workers in the field of early education are on the front line of our educational system in more ways than one. These early childhood educators care for children often beginning soon after birth and are charged with preparing them for successful entry into the formal K-12 educational system through the support of their social, emotional, physical and cognitive development during the years - a time when children's brains are developing at a faster rate than will be experienced again in their lifetimes. These educators also carry the significant responsibility of engaging the families of young children in the early education of their children so that they too are prepared for the journey that is their child's formal education.

EEC is responsible for ensuring that those caring for our youngest children meet criteria that ensure their health, safety and early learning goals established by the State. EEC Licensing regulations identify the educational requirements necessary for employment. In addition, EEC has a Quality Rating and Improvement System (QRIS), which is a framework to assess, improve, and communicate the level of quality in early care & education and after-school settings. The QRIS is comprised of four levels of increasing quality with EEC licensing serving as the foundation of the system at level 1. There are incentives, such as rate increases and grant opportunities, for moving to higher rating levels. The lack of qualified staff is a significant hurdle for upward QRIS movement.

EEC is committed to training the early childhood educator workforce. The EEC Board recently determined that workforce development should be the near-term focus of the agency in order to address increasing concerns in the field and observed by our licensing and QRIS staff regarding a lack of qualified educators available to meet the workforce needs of our industry. EEC's budget includes limited funds to provide educational opportunities that support educator professional development, but at \$3.3M is not sufficient to meet the demand of the industry as a whole. The goal of the Massachusetts Early Childhood Apprenticeship Program is to address the statewide shortage of qualified staff, increase and maintain a diverse early education and care workforce, increase compensation, and enhance access to opportunities for low-income early childhood educators. 93% of the MA early childhood educator workforce are female and a third of the workforce (over 37,000 educators) are currently working in programs without a degree or Child

September 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

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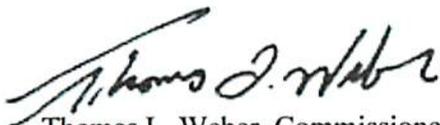
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Development Associate (CDA) Credential, which is the first step on the career pathway for an early childhood educator.

The program will be built upon an existing EEC-funded professional development infrastructure. EEC has 5 well established regional Educator and Provider Support (EPS) Grantee partnerships that provide professional development, coaching/mentoring, academic advising and technical assistance statewide. EEC will work closely with the EPS Grantees and their partners to ensure a diverse population has access to quality training. A total of 15 employers have committed to the participation of their entry-level staff in this program and have agreed to 100 Educators (apprentices) participating in the program. Those educators will receive EEC-funded supports, including coaching/mentoring and academic advising, to ensure the educational content is embedded into quality practice and that educators are encouraged to continue on the pathway towards obtaining additional competencies and degree attainment following completion of the program.

The EEC Board's focus on workforce development is fostering renewed focus on the identification of viable options to support the workforce needs of our industry. This includes the development of new paths to entry, supports for progression along a career pathway and increases in compensation for early educators. The successful implementation of this apprenticeship program will serve as a model for EEC on which to build.

Sincerely,



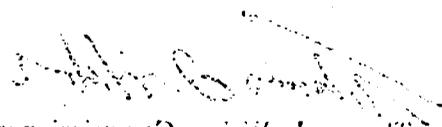
Thomas L. Weber, Commissioner  
Department of Early Education and Care  
51 Sleeper Street, 4th Floor  
Boston, MA 02210  
Tel: 617-988-6612  
Email: [tom.weber@state.ma.us](mailto:tom.weber@state.ma.us)  
Website: [www.mass.gov/eec](http://www.mass.gov/eec)  
Twitter: @MassEarlyEdCare  
[www.brainbuildinginprogress.org](http://www.brainbuildinginprogress.org)

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Sincerely,



Thomas J. Weber, Commissioner  
Department of Early Education and Care  
21 State Street 4th Floor  
Boston, MA 02110  
Tel: 617-988-6612  
Email: [thomas.weber@state.ma.us](mailto:thomas.weber@state.ma.us)  
Website: [www.mass.gov/eeec](http://www.mass.gov/eeec)  
Twitter: @MassEarlyEduCare  
[www.pandigitallearning.org](http://www.pandigitallearning.org)



September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

I am pleased to write this partner commitment letter for the Commonwealth of Massachusetts / Department of Career Services Apprenticeship USA State Expansion Grant application. Our 15 Massachusetts Community Colleges have been working in concert with the Workforce Investment Boards, Career Centers, and various industry groups for many years to serve the needs of both workers and employers. The USDOL concept of expanding the Apprenticeship Model to non-traditional industries is a tremendous idea.

As a State partner in the current American Apprenticeship Initiative grant awarded to the Commonwealth of Massachusetts in 2015, the Massachusetts Community Colleges Executive Office will continue to work with all of the workforce development stakeholders state-wide by connecting post-secondary education to career pathways. Our Community Colleges stand ready to meet the demand for new programs in both traditional and non-traditional industries such as IT, Healthcare, Advanced Manufacturing, Building Trades, Cybersecurity, Business Services. We will work tirelessly to help the Commonwealth of Massachusetts significantly increase apprenticeship opportunities for all American workers, particularly underrepresented populations such as low-income individuals, youth, women, communities of color, Native Americans, limited English proficient, foreign-trained immigrants, Veterans, and persons with disabilities.

If called upon, our office is willing receive a sub-award to help the Commonwealth of Massachusetts / Department of Career Services expand Apprenticeship across Massachusetts.

Collectively, Massachusetts Community Colleges serve more than 190,000 students across the Commonwealth; fulfilling the mission to help students prepare for a future of lifelong learning. Our Community Colleges have formed many unique partnerships with companies, large and small, and these collaborative efforts have yielded huge dividends, witnessed when companies hire and train workers to be more competitive in the regional and statewide economy.

These are exciting times, please consider funding the Commonwealth of Massachusetts Application to expand Apprenticeship.

Happy Labor Day!

Sincerely,

A handwritten signature in black ink that reads "Bill Hart".

**WILLIAM D. HART**  
Executive Officer



August 31, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

Snapchef is pleased to submit this Letter of Commitment to partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the Apprenticeship USA State Expansion funding to expand high skill apprenticeship capacity.

SnapChef is a chef-owned and operated organization that specializes in providing permanent and temporary culinary staff to the most prestigious food service companies in New England. Clients include major universities, hospitals, five-star hotels, and corporate cafeterias.

Snapchef is an approved Massachusetts culinary apprenticeship provider. As part of the grant opportunity, SnapChef will expand its training to cultivate highly skilled culinary staff to meet the existing market need in partnership with the Regional Employment Board of Hampden County. The apprenticeship program is based upon SnapChef's fast track curriculum (FTC) created by Snapchef CEO Todd Snopkowski. The curriculum is a vocational training program that allows adults with varying skill levels to develop new technical abilities while earning an income. The FTC addresses the critical gap in the culinary industry between minimum wage jobs and chefs trained at institutions of higher education.

Massachusetts continues to demonstrate a need for highly qualified and trained culinary professionals. To this end SnapChef is committed to training 100 apprentices over the course of the grant period. SnapChef is excited for the opportunity to help address the need for culinary workers through the Apprenticeship USA State Expansion grant, and looks forward to partnering with the Commonwealth of Massachusetts to successfully implement the program.

Sincerely Yours,

Todd Snopkowski  
Founder CEO  
SnapChef

Todd@snapchef.  
com

617-264-2433





**CareDimensions**

HOSPICE | PALLIATIVE CARE | SUPPORT SERVICES

**Main Office**

75 Sylvan Street  
Suite 8-102  
Danvers, MA 01923

70 Walnut Street  
Suite 301  
Wellesley, MA 02481

CareDimensions.org

Tel: 888-283-1722  
Fax: 978-774-4389

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

We are pleased to provide this letter of support for the expansion of apprenticeships into the healthcare sector. Originally founded in 1978 as Hospice of the North Shore, Care Dimensions is an independent, not-for-profit hospice agency serving over 90 communities in Eastern Massachusetts and is the largest provider of hospice care in the Commonwealth. Care Dimensions became a Medicare-certified provider in 1989. We currently have business relationships with 17 acute care facilities and 93 long-term care facilities and have been the preferred hospice provider of Partners HealthCare since 2011. In 2015 we served a total of 6,165 patients through our hospice and palliative care programs.

Care Dimensions currently has 489 employees; 381 of whom are classified as clinical staff and 108 administrative staff. Staff recruitment and retention activities are ongoing and coordinated by a seven-member Human Resources Department. Our annual growth is expected to continue and we anticipate hiring approximately 35 clinical staff members annually (includes nurses, nurse practitioners, physicians, hospice aides and chaplains).

As a specialty organization within healthcare, the majority of our employees need significant on-the-job (OJT) training to become proficient and successful at caring for patients at the end of life. Our new employees benefit greatly from a hybrid education platform of classroom and clinical fieldwork to gain the competencies and communication skills necessary for learning their new role. In particular, we hire certified nursing aides, licensed practical nurses and registered nurses who all would benefit from increased attention to these work based training/learning models.

We are interested in working with the Massachusetts Division of Apprentice Standards (DAS) and Department of Career Services (DCS) to learn how Registered Apprenticeship is a viable

1000 State Street  
Boston, MA 02114  
Tel: 617-267-1234  
Fax: 617-267-1235



September 1, 2010

Alison Swensky, Director  
Department of Career Services  
19 South Street, First Floor  
Boston, MA 02114

Dear Ms. Swensky:

We are pleased to provide this letter of support for the expansion of apprenticeships into the healthcare sector. Originally founded in 1978 as Hospice of the North Shore, CareDimensions is an independent, not-for-profit hospice agency serving over 90 communities in Eastern Massachusetts and is the largest provider of hospice care in the Commonwealth. CareDimensions became a Medicare-certified provider in 1989. We currently have business relationships with 17 acute care facilities and 93 long-term care facilities and have been the preferred hospice provider of Partners HealthCare since 2011. In 2012 we served a total of 6,162 patients through our hospice and palliative care programs.

CareDimensions currently has 489 employees; 281 of whom are classified as clinical staff and 108 administrative staff. Staff recruitment and retention activities are ongoing and coordinated by a seven-member Human Resources Department. Our annual growth is expected to continue and we anticipate hiring approximately 25 clinical staff members annually (includes nurses, nurse practitioners, physicians, hospice aides and chaplains).

As a specialty organization within healthcare, the majority of our employees need significant on-the-job (OJT) training to become proficient and successful at caring for patients at the end of life. Our new employees benefit greatly from a hybrid education platform of classroom and clinical. It is important to gain the competencies and communication skills necessary for becoming their new role. In particular, we hire certified nursing aides, licensed practical nurses and registered nurses who all would benefit from increased attention to these work-based training/learning models.

We are interested in working with the Massachusetts Division of Apprentices Standards (DAS) and Department of Career Services (DCS) to learn how Registered Apprenticeship is a viable



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CareDimensions.org Tel: 888-283-1722  
Fax: 978-774-4389

model for staffing needs in our organization. With an increased focus on apprenticeship, along with Federal and State funding opportunities, we welcome innovative approaches to working with Veterans, women, communities of color, individuals with disabilities and other underrepresented populations.

Sincerely,

Susan Lysaght Hurley, PhD, GNP-BC, ACHPN

Director of Research

978-774-7566

slysaghturley@caredimensions.org

# Baystate Health

August 30, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

Baystate Health is pleased to partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the Apprenticeship USA State Expansion funding to expand high skill apprenticeship capacity. Finding skilled workers is a persistent struggle that we face and we welcome this opportunity to proactively work with the Commonwealth to address our workforce needs. Over the eighteen month (18) grant period, we are committed to engaging up to twenty-nine (29) new and incumbent employees in the following occupational classifications:

- Sterile Processing Technician, Levels I,II
- Cardiovascular Invasive Specialist Levels Interns, I and II
- Patient Care Technician Levels I,II
- Medical Coders
- Pharmacy Technicians Levels Interns, I, and II

This expansion of the apprenticeship program in Massachusetts comes at an important time for our company. Baystate Health is faced with an aging workforce while maintaining a focused growth strategy and adjusting to new models of care and payment through health care reform.

As an implementation partner in this project, Baystate Health will mobilize significant internal resources to ensure the success of this collaboration. We have designated Jason Pacheco, Sr. Workforce Planning Consultant to be our point person for the project and liaison for the state. Jason Pacheco has 4 years' experience as a Workforce Planning/Development professional and has successfully partnered with the Commonwealth on other pipeline development initiatives. He will have responsibility for coordinating with local educational partners led by Springfield Technical Community College to design and develop curriculum for the on-the-job learning and for the job related technical instruction for apprentices. We will deploy business unit supervisors as needed to supervise and mentor apprentices as they learn and grow on the job. Finally, Baystate Health will allow participants to have supervised access to relevant technology systems and equipment needed for learning.

Massachusetts competitive advantage in a global economy is the quality of its workforce. Given the dynamics of the labor market here, we are very interested in supporting our apprentices' continued learning and credential attainment and would consider joining the Registered Apprentice College Consortium to promote more opportunities for apprentices to receive college credit for their experiences.

Baystate Health is eager to engage with the Commonwealth on this important initiative to recruit, train, and promote the next generation of skilled health care and information technology professions. Our partnership will create a model for other businesses in our sector and others to emulate.

Sincerely yours,



Patricia Samra RN, MS  
Senior Director, Workforce Planning  
Baystate Health



CARING HEALTH CENTER  
RICHARD E. NEAL COMPLEX

August 26, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

Caring Health Center, with three (3) locations in Springfield, was created by the community, for the community to provide the highest level of health care to the underserved and to those challenged by income, language, and cultural barriers. As a primary care facility, Caring Health Center serves the Springfield community as a patient's first point of entry to the health care system and as the gateway for all additional health care services.

Caring Health Center is pleased to partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the ApprenticeshipUSA State Expansion funding to expand high skill apprenticeship capacity. As a community based primary care facility, finding skilled employees is critical to our mission. At times, identifying appropriately trained applicants is a persistent struggle that we face and we welcome this opportunity to proactively work with the Commonwealth to address our workforce needs. Over the eighteen month (18) grant period, Caring Health Center is committed to interviewing and considering for hire up to three (3) new apprentices within job classifications that are essential to our mission.

This expansion of the apprenticeship program in Massachusetts comes at an important time for Caring Health Center as we adjust to new models of care and payment through health care reform. Massachusetts competitive advantage in a global economy is the quality of its workforce. Given the dynamics of the labor market here, we are very interested in supporting our apprentices' continued learning and credential attainment.

As an implementation partner in this project, Caring Health Center, will work with the REB as the apprentice program Sponsor to develop Work Processes and aligned Related Technical Instruction aligned with the competencies required for the positions.

Caring Health Center is eager to engage with the Commonwealth on this important initiative to recruit, train, and promote the next generation of skilled health care professionals. Our partnership will create a model for other businesses in our sector and others to emulate.

Sincerely yours,

Tania M. Barber  
President/CEO

September 30, 2015

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

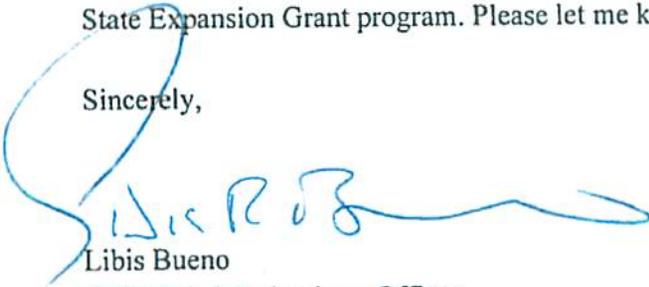
Dear Ms. Sweeney:

On behalf of Domitek I am pleased to provide this letter of support and commitment to the Department of Career Services' ApprenticeshipUSA State Expansion Grants (FOA-ETA-16-13) application. We at Domitek hope to be one of many employers who will take advantage of this incredible opportunity to work with the State and the Central MA Workforce Investment Board (CMWIB), to advance Registered Apprenticeship as a workforce development strategy and post-secondary education career pathway for our state and local region.

Domitek we pride ourselves on understanding our clients' needs and tailoring solutions that work for their business. We offer managed IT services for companies and we have all the technology, support and expertise to back it up. We are dedicated to servicing businesses with scalable and reliable IT solutions. Domitek sees the value in apprenticeship training and will commit to establishing a registered apprenticeship within the IT industry. We have had a long standing relationship with the CMWIB, and have the framework to develop an apprenticeship program that provides industry recognized credentials, expands access to underrepresented populations and fills the skills gap between employer demand and a lack of highly skilled workers.

As an employer, we believe this initiative will provide much needed resources to support hands-on training and education in order for our workforce to professionally grow and advance within IT. Domitek is an equal opportunity employer and a proud partner of the ApprenticeshipUSA State Expansion Grant program. Please let me know if I can be of any further assistance.

Sincerely,



Libis Bueno  
CEO/Chief Technology Officer  
Office: (508) 755-6503 Ext. 101  
Email: [lbueno@domitek.net](mailto:lbueno@domitek.net)



September 2, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

As President of KAGE Growth Strategies (KAGE), a diversity solutions consulting firm, I am writing in support of the Massachusetts Apprenticeship Expansion Project. At KAGE, we work with Women and Minority Owned Business Enterprises (W/MBEs) to help them gain scale and find business opportunities throughout Greater Boston. Our work also involves representing commercial real estate developers who seek to be more inclusive in their projects and hire W/MBEs and a diverse workforce. KAGE is also an advisor to the Associated General Contractors (AGC) and a member of their diversity taskforce which was formed to contemplate ways to increase diversity in the construction industry. Through conversations with many of the organizations, we recognize a consistent theme – there is a distinct need for more diversity and talent in the construction, hospitality and real estate development (and other) industries. We believe that apprenticeships are a meaningful way to address the need.

KAGE has deep experience in preparing both diverse individuals and companies for various fields. For example, we recently represented a developer on two hotels (the Aloft Boston Seaport and Element) totaling 510 rooms on D St. in South Boston. There, we managed the diversity and inclusion program and successfully incorporated W/MBEs and a diverse workforce into the project. In that project, we also created a multi-year internship program for UMass Boston students to gain exposure and work with construction firms, developers, architects, engineers and designers. We collaborated with Boston Education Skills & Training (BEST) Corp, an organization focused on workforce development for the hospitality industry, and placed several of their program participants into permanent employment positions at the hotels.

We support the Governor's vision for expanding apprenticeships and Massachusetts Division of Apprentice Standards (DAS) and Department of Career Services (DCS) approach to creating additional opportunities for 418 apprentices (in 18 months) and 2,086 (over 42-month period). These meaningful outcomes will be the product of continued collaboration between the state and organizations committed to diversity. The pilot programs for credentialing, hiring Apprentice Coordinators as well as coordination & standardization of work processes and provision of related instruction for employer partners will be instrumental in achieving the stated goals. I believe that the organizations we work with would be interested in learning more about and participating in the expanded apprenticeship program. Several have indicated that they will have hiring needs in the near future and are looking for a pipeline of talented and skilled workers to satisfy the growing need.

We have years of dedicated experience in workforce development & diversity; and are interested in working with the DAS and DCS on Registered Apprenticeship as a viable model for staffing needs for organizations statewide. With an increased focus on apprenticeship, along with Federal and State funding opportunities, we welcome and support innovative approaches to working with Veterans, women, communities of color, individuals with disabilities and other underrepresented populations.

Sincerely,

Milton Benjamin  
President, KAGE Growth Strategies  
[mjbenjamin@kagegrowth.com](mailto:mjbenjamin@kagegrowth.com)

September 2, 2016

Allice Swenczy, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Swenczy:

As President of KAGE Growth Strategies (KAGE), a diversity solutions consulting firm, I am writing in support of the Massachusetts Apprenticeship Expansion Project. At KAGE, we work with Women and Minority Owned Business Enterprises (WMBEs) to help them gain scale and find business opportunities throughout Greater Boston. Our work also involves representing commercial real estate developers who seek to be more inclusive in their projects and hire WMBEs and diverse workforce. KAGE is also an advisor to the Associated General Contractors (AGC) and a member of their diversity taskforce which was formed to contemplate ways to increase diversity in the construction industry. Through conversations with many of the organizations, we recognize a consistent theme - there is a distinct need for more diversity and talent in the construction, hospitality and real estate development (and other) industries. We believe that apprenticeships are a meaningful way to address the need.

KAGE has deep experience in preparing both diverse individuals and companies for various fields. For example, we recently represented a developer on two hotels (the Aloft Boston Seaport and Element) totaling 210 rooms on D Street South Boston. There, we managed the diversity and inclusion program and successfully incorporated WMBEs and a diverse workforce into the project. In that project, we also created a multi-year internship program for UMass Boston students to gain exposure and work with construction firms, developers, architects, engineers and designers. We collaborated with Boston Education Skills & Training (BEST) Corp, an organization focused on workforce development for the hospitality industry, and placed several of their program participants into permanent employment positions at the hotels.

We support the Governor's vision for expanding apprenticeships and Massachusetts Division of Apprentices Standards (DAS) and Department of Career Services (DCCS) approach to creating additional opportunities for 412 apprentices (in 18 months) and 2,080 (over 42-month period). These meaningful outcomes will be the product of continued collaboration between the state and organizations committed to diversity. The pilot programs for credentialing training Apprentices as well as coordination & standardization of work processes and provision of related instruction for employer partners will be instrumental in achieving the stated goals. I believe that the organizations we work with would be interested in learning more about and participating in the expanded apprenticeship program. Several have indicated that they will have hiring needs in the near future and are looking for a pipeline of trained and skilled workers to satisfy the growing need.

We have years of dedicated experience in workforce development & diversity and are interested in working with the DAS and DCCS on Registered Apprenticeship as a viable model for staffing needs for organizations statewide. With an increased focus on apprenticeship, along with Federal and state funding opportunities, we welcome and support innovative approaches to working with Veterans, women, communities of color, individuals with disabilities and other underserved populations.

Sincerely,

William Benjamin  
President, KAGE Growth Strategies

August 18, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

Precise Turning & Manufacturing Co., located in Westfield, Massachusetts is pleased to submit this Letter of Commitment partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the Apprenticeship USA State Expansion funding to expand high skill apprenticeship capacity.

Precise Turning & Manufacturing Co. is a eight (8) employee advanced manufacturing company engaged in supplying precision mechanical components and sub-assemblies to prime contractors and OEM's primarily in the commercial and aerospace markets.

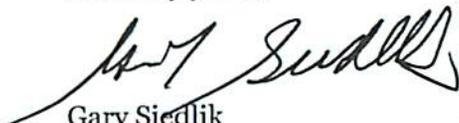
Finding skilled workers is a persistent struggle that Precise faces and we welcome this opportunity to proactively work with the Commonwealth to address our workforce needs. Over the grant period, precise is committed to hiring two (2) CNC Set-Up Operator apprentices.

As an implementation partner in this project, Precise will mobilize significant internal resources to ensure the success of this collaboration. As president of Precise, I will be the point person for the project and liaison for the State. I will partner with the REB, the Western Massachusetts Chapter of the National Tooling and Machining Association (WMNTMA) and Springfield Technical Community College to design and develop curriculum for the on-the-job learning and for the job related technical instruction for the apprentices.

Massachusetts consistently leads the nation among the states with the highest percentage of its population possessing a bachelor's degree or higher. Given the dynamics of the labor market here, we are very interested in supporting our apprentices' continued learning and credential attainment and would consider joining the Registered Apprentice College Consortium to promote more opportunities for apprentices to receive college credit for their experiences.

Precise Turning & Manufacturing Co. is eager to engage with the Commonwealth in the Apprenticeship USA State Expansion grant, and looks forward to partnering with the Commonwealth of Massachusetts to successfully implement the program.

Sincerely yours,



Gary Siedlik  
President  
Precise Turning & Mfg.  
PO Box 428  
Westfield, Ma 01086

Registered to: AS9100 Rev.C & ISO 9001:2008



August 22, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street 1st Floor  
Boston, MA 02114

Reference FOA-ETA – 16-13

Dear Ms. Sweeney:

The Western Massachusetts Chapter of the National Tooling and Machining Association (WMNTMA) is pleased to submit this Letter of Commitment to partner with the Commonwealth of Massachusetts' Department of Labor Standards in its application to the Department of Labor for the Apprenticeship USA State Expansion funding to expand high skill apprenticeship capacity.

The high-technology advanced manufacturing sector in Hampden County, led by the WMNTMA, are small and medium size contract manufacturers that are primarily engaged in supplying precision mechanical components and sub-assemblies to prime contractors and OEM's in the aerospace, defense, commercial, medical devices, and power generation markets.

In order to remain competitive, the sector must develop a strategic workforce development plan that will implement training programs and delivery models that will ensure a technologically skilled incumbent workforce and a sustainable pipeline of new qualified employees. The availability of an agile, appropriately sized, and well trained workforce is the differentiator that gives the regional advanced manufacturing industry a competitive advantage. Currently the companies are experiencing a critical shortage of qualified employees along their employment continuum, and this reality is constraining their future growth and expansion.

Finding skilled workers is a persistent struggle that we face and we welcome this opportunity to proactively work with the Commonwealth to address our workforce needs. Over the grant period, the advanced manufacturing companies of the WMNTMA are committed to hiring fourteen (14) apprentices in the following occupational areas:

- CNC Set-Up Operators
- Quality Control Technicians

This expansion of the apprenticeship program in Massachusetts comes at an important time for our association members. In June 2016, the Regional Employment Board of Hampden County, Inc. (REB), the federally legislated workforce investment board in Hampden County, produced the **Workforce Development and Technology Adoption Report 1**. The Report contained findings from a survey

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<sup>1</sup> Workforce Development and Technology Adoption Report- Precision Manufacturing Regional Alliance Project –July 2014.

of 40 regional advanced manufacturing companies that indicated that the industry's growth strategy over the next three years is very positive and includes the following ambitions and aspirations:

1. The regional cluster companies are committed to growth and expansion with 60 % of the companies indicating their interest in Accessing New Markets.
2. More than half of the companies indicated that their strategic plan going forward is focused on Introducing or Integrating New Technologies (55%) and developing methods and processes to Achieve Greater Efficiencies (42%).
3. Nine (9) companies (24%) indicated that their growth strategy includes Building Relocation/Expansion.

The same Report also highlighted the critical need to hire 632 new and replacement production employees over the time period of January 1, 2016-December 31, 2018. The educational institutions in the region project graduating 330 students during the same three year time period. This gap is constraining the ability of the advanced manufacturing companies to grow and remain competitive in their supply chains.

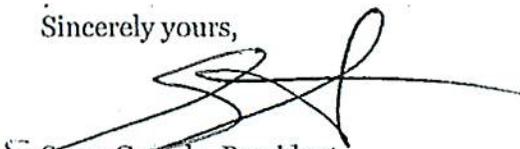
As an implementation partner in this project, the WMNTMA will mobilize significant internal resources to ensure the success of this collaboration. Steve Grande, President of the WMNTMA and President of Meridian Industrial Group, LLC, an advanced manufacturing company, will be the point person for the project and liaison for the State. He will have responsibility for coordinating the involvement of the participating WMNTMA member companies, and will oversee their engagement with the REB, and Springfield (MA) Technical Community College, to design and develop curriculum for the on-the-job learning ( Work Process) and for the Related Technical Instruction (RTI) for the 14 apprentices. Our member firms have been at the forefront of planning the innovative apprentice training programs proposed in this grant.

In addition to our commitment to hire apprentices, we will participate in on-going evaluation of the planned program outcomes, and will work closely with the State on sustainability initiatives to ensure continuation of the training programs following the completion of the grant period. The WMNTMA will become the ambassadors for the program to other manufacturing firms, both large and small, throughout our economic corridor.

Given the dynamics of the labor market here, we are very interested in supporting our apprentices' continued learning and credential attainment and would consider joining the Registered Apprentice College Consortium to promote more opportunities for apprentices to receive college credit for their experiences.

The WMNTMA is eager to engage with the Commonwealth in this important initiative to recruit, train, and promote the next generation of manufacturing employees, and looks forward to partnering with the Commonwealth of Massachusetts to successfully implement the program.

Sincerely yours,



Steve Grande, President

Western Massachusetts Chapter of the National Tooling and Machining Association  
Meridian Industrial Group, LLC



September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

ABIOMED is an advanced manufacturer serving the Medical Device industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ perhaps up to six apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at ABIOMED.

We appreciate the potential opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Vernon Rothrock  
Production Manager  
(978) 646-1447  
VRothrock@ABIOMED.com

A handwritten signature in blue ink, appearing to read 'Vernon Rothrock', with a long horizontal flourish extending to the right.

2-SEP-2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114



September 1, 2016

Dear Ms. Sweeney:

Alfa Laval is an advanced manufacturer serving primarily the Food industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 2-3 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Alfa Laval.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

A handwritten signature in blue ink that reads "Craig Martin". The signature is written in a cursive style and is located below the "Sincerely," text.

Craig Martin  
General Manager  
Alfa Laval Contherm Product Center  
(978) 465-5777  
Craig.martin@alfalaval.com

Alfa Laval Inc.  
Contherm Product Center  
111 Parker Street  
Newburyport, MA 01950 USA

Tel: +1 978 465 5777  
Fax: +1 978 465 6006  
www.alfalaval.com



Alice Swenson, Director  
Department of Career Services  
19 Stanley Street First Floor  
Boston, MA 02114

September 1, 2016

Dear Ms. Swenson:

Allis Level 1 is an advanced manufacturer serving primarily the food industry. Due to expected  
retirements as well as planned company growth and expansion, we anticipate an increased demand for  
skilled workers over the next couple of years. Through our relationship with the Northeast Advanced  
Manufacturing Consortium (NEMAC) we learned about the training opportunities available under the  
Advanced Manufacturing Apprenticeship Initiative (AMAI). If additional funding becomes available through the  
Apprenticeship USA State Expansion Grant, we hope to participate. NEMAC can help us recruit  
candidates and if appropriate training courses can be delivered, we anticipate the potential to employ  
2-3 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for ON the Job  
Learning for these apprentices. In addition, we will work in partnership with our educational partners  
providing job related technical instruction to ensure that this instruction appropriately prepares the  
applicants for successful careers at Allis Level 1.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the  
workforce challenges we are experiencing now and anticipate experiencing well into the future. We  
also believe apprenticeships will lead to successful career pathways for young adults and other  
populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Craig Martin  
General Manager  
Allis Level 1 Level 1 Product Center  
(978) 468-2777  
Craig.Martin@allislevel1.com

Allis Level 1 Inc.  
Consistent Product Center  
111 Parker Street  
Lowell, MA 01850 USA

Tel: +1 978 468 2777  
Fax: +1 978 468 0006  
www.allislevel1.com

# bomco

Excellence in metal forming  
An ISO 9001:2008 and AS 9100 registered company

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[www.bomco.com](http://www.bomco.com)  
[kflaherty@bomco.com](mailto:kflaherty@bomco.com)

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

Bomco, Inc. is an advanced manufacturer serving the Aerospace Industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the Apprenticeship USA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 2-8 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Bomco.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,



Katy C. Flaherty  
Human Resource Manager  
978-283-9000 extension 1233  
[kflaherty@bomco.com](mailto:kflaherty@bomco.com)



Bostik, Inc., 211 Boston Street, Middleton, MA USA

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

Bostik, Inc is an advanced manufacturer serving the Specialty Adhesive Industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 3-4 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Bostik.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

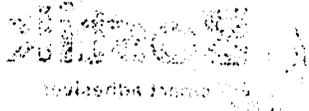
Sincerely,

A handwritten signature in blue ink that reads "Diane M. Bee".

Diane M. Bee  
Human Resources

Bostik, Inc.  
211 Boston Street  
Middleton, MA 01949-2128 USA  
Ph: +1 978 777 0100 - Fax: +1 978 750 7802  
an Arkema company  
[www.bostik-us.com](http://www.bostik-us.com)

The logo for ARKEMA, featuring the word "ARKEMA" in a bold, blue, sans-serif font. Below the word, there are two horizontal lines of small red text: "INDUSTRIAL" and "CHEMISTRY".



220 State Street, Boston, MA 02114

September 1, 2010

Alice Sweney, Director  
Department of Career Services  
19 Stanford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweney:

Boskalis Inc is an advanced manufacturer serving the Specialty Adhesive Industry. Due to expected  
retirements as well as planned company growth and expansion, we anticipate an increased demand  
for skilled workers over the next couple of years. Through our relationship with the Northeast  
Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities  
available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes  
available through the Apprenticeship USA State Expansion Grant, we hope to participate. If  
NAMC can help us recruit candidates and if appropriate training courses can be delivered, we  
anticipate the potential to employ 2-4 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for on the job  
learning for these apprentices. In addition, we will work in partnership with our educational  
partners providing job related technical instruction to ensure that this instruction appropriately  
prepares the apprentices for successful careers at Boskalis.

We appreciate the opportunity to participate in this apprenticeship program as it will help address  
the workforce challenges we are experiencing now and anticipate experiencing well into the  
future. We also believe apprenticeships will lead to successful career pathways for young adults  
and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Diane M. Bee  
Human Resources

Boskalis Inc.  
220 State Street  
Boston, MA 02114  
Tel: +1 617 252 7000 Fax: +1 617 252 7000  
www.boskalis.com





# Dow Industries

271 Ballardvale St., Wilmington, MA 01887

A **Smyth** Company

p: 978.658.8200

f: 978.658.2307

[www.smythco.com](http://www.smythco.com)

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

August 31, 2016

Dear Ms. Sweeney:

Smyth Companies LLC, Dow Division is an advanced printing manufacturer serving the health and beauty markets with retail customers such as Yankee Candle, Bath and Body Works and Victoria Secret. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the Apprenticeship USA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ **ten apprentices over the next four years.**

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Smyth Companies LLC, Dow Division.

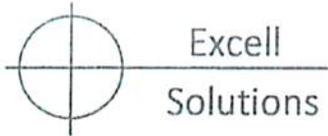
We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

John E. Morrison  
VP of Finance & Administration  
Smyth Companies LLC, Dow Division  
271 Ballardvale Street  
Wilmington, MA 01887  
[jmorrison@smythco.com](mailto:jmorrison@smythco.com)  
978-658-8200 x2227

*Labels without Limits*



September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

Excell Solutions is an advanced manufacturer serving many sectors, such as clean energy, defense, aerospace, and many emerging technologies. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ a number apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Excell Solutions.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Greg Lennartz  
Hiring manager  
978-663-6100  
Greg.Lennartz@excellsol.com

A handwritten signature in black ink, appearing to read "Greg Lennartz", written over a horizontal line.

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

Lavelle Machine is an advanced manufacturer serving the medical industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 2 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Lavelle Machine.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Adam Lavelle

Vice President

978-692-8825

Adam@lavellemachine.com

September 1, 2010

Alice Sweeney, Director  
Department of Career Services  
19 Stanton Street, First Floor  
Boston, MA 02114

Dear Mrs. Sweeney:

Lavette Machine is an advanced manufacturer serving the medical industry. Due to expected retirement as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the Apprenticeship USA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 2 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for the job learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Lavette Machine.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate expanding well into the future. We believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

Adam Lavette

Vice President

978-602-8832

adam@lavettemachine.com

# LYTRON®

*Total Thermal Solutions™*

September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

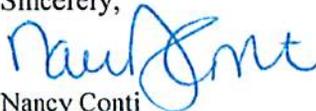
Lytron Inc. is an advanced manufacturer serving the medical, military, semiconductor and aerospace markets. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and 20+ apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Lytron Inc.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,



Nancy Conti  
Human Resources Manager  
Lytron Inc.  
781 970 6220  
nconti@lytron.com





September 1, 2016

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

Dear Ms. Sweeney:

Paradigm Precision is an advanced manufacturer serving the aerospace industry. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the ApprenticeshipUSA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the potential to employ 7-10 apprentices over the next 4 years.

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Paradigm Precision.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Mitchell", written over a horizontal line.

Tom Mitchell  
Vice President, Northeast Machining  
Paradigm Precision  
tom.mitchell@paradigmprecision.com

# Screenprint/Dow

200 Research Drive  
Wilmington, MA 01887-4432  
☎ (978) 657-7290  
☎ (978) 658-5692  
www.screenprintdow.com

Alice Sweeney, Director  
Department of Career Services  
19 Staniford Street, First Floor  
Boston, MA 02114

August 31, 2016

Dear Ms. Sweeney:

Screenprint/Dow, Inc. is an advanced printing manufacturer serving the industrial graphic overlay and membrane switch markets with customers such as EMC, Life Fitness, Zoll Medical, IGT (GTech) and Haemonetics. Due to expected retirements as well as planned company growth and expansion, we anticipate an increased demand for skilled workers over the next couple of years. Through our relationship with the Northeast Advanced Manufacturing Consortium (NAMC) we learned about the training opportunities available under the Massachusetts Apprenticeship Initiative (MAI). If additional funding becomes available through the Apprenticeship USA State Expansion Grant, we hope to participate. If NAMC can help us recruit candidates and if appropriate training courses can be delivered, we anticipate the **potential to employ ten apprentices over the next four years.**

We will provide supervision through our existing professional and technical staff for On the Job Learning for these apprentices. In addition, we will work in partnership with our educational partners providing Job Related Technical Instruction to ensure that this instruction appropriately prepares the apprentices for successful careers at Screenprint/Dow, Inc.

We appreciate the opportunity to participate in this apprenticeship program as it will help address the workforce challenges we are experiencing now and anticipate experiencing well into the future. We also believe apprenticeships will lead to successful career pathways for young adults and other populations that are under-represented within our industry.

Please do not hesitate to contact us if you have any questions. Again, thank you.

Sincerely,



John E. Morrison  
Chief Financial Officer  
Screenprint/Dow, Inc.  
200 Research Drive  
Wilmington, MA 01887  
jmorrison@screenprintdow.com  
978-657-7290 x2227

**Attachment F: Negotiated Indirect Cost Rate**  
**or**  
**Approved CAP**  
(where applicable)