



Office of Performance Management Oversight (OPMO)

Commonwealth Corporation
FY2020 Report



Agency Mission

- **Mission:** Commonwealth Corporation (CommCorp) strengthens the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education and workforce organizations. We seek to meet the immediate and emerging needs of businesses and workers so they can thrive in our dynamic economy.
- Commonwealth Corporation administers the Workforce Training Fund, the Workforce Competitiveness Trust Fund, and YouthWorks. CommCorp is also the lead partner in a collaboration to provide education and re-entry services to youth who are clients in the Department of Youth Services and provides technical assistance and capacity building activities for a number of state workforce initiatives.
- Commonwealth Corporation does not provide direct services to youth, adults or business. We advance our mission and goals through grant-making, technical assistance, research and evaluation that inform practice and policy, and the development and dissemination of tools, resources and models that enhance service delivery and performance.
- **Partnerships for Growth Goal Alignment:** Business Competitiveness & Skilled Workforce



Agency Goals

- **Agency Goal 1:** Support businesses in strengthening their competitiveness by investing in the skills of their incumbent workers.
- **Agency Target for Goal 1:** Through the Workforce Training Fund Program and other initiatives, provide skills training grants to over 550 businesses collectively planning to train over 13,000 workers over two years from the date their grant begins.
- **Results of Goal 1:** Through the Workforce Training Fund's General Program, Express Program and Small Business Direct Access Program, training grants and activities started during FY'20 have contract goals to train 16,000 workers from 740 businesses over the course of the two-year grant periods.



Agency Goals

- **Agency Goal 2:** Support regional industry sector partnerships that bring together business, education and workforce partners to prepare unemployed and underemployed workers for high demand jobs.
- **Agency Target for Goal 2:** Through the Workforce Competitiveness Trust Fund, the Learn-to-Earn program and other initiatives, enroll over 800 individuals with limited or no attachment to the labor force into skills training grants and place 600 into employment over a two-year period from July 2019 through June 2021.
- **Results of Goal 2:** Through the Workforce Competitiveness Trust Fund and Learn-to-Earn grants issued in FY'19 and FY'20, over 525 individuals were enrolled in two-year skills training grants and 165 were placed into employment. The FY'20 interim goals for these multi-year grants were 540 training enrollments and 285 job placements. Due to the impact of COVID-18, there were delayed or postponed training cohorts at some grantees and some training completions and placements planned for FY'20 are expected to occur in FY'21.



Agency Goals

- **Agency Goal 3:** Provide low-income teens and young adults with work experience and work readiness training that prepares them to find and retain private sector jobs.
- **Agency Target for Goal 3:** Through the YouthWorks program, enroll and place at least 3,650 youth/ young adults in subsidized employment opportunities in 31 cities and towns with the highest poverty rates. The summer of 2019 program will provide at least 3,400 participants with paid work and a minimum of 20 hours of work readiness through the Signal Success curriculum. The fall/winter 2019/2020 programs will provide at least 250 youth/ young adults with skills-based training, subsidized paid work experience and a minimum of 25 hours of work readiness curriculum.
- **Results of Goal 1:** In the summer of 2019, 4,250 youth/young adults were enrolled in subsidized employment opportunities and Signal Success work readiness activities. In the year-round program of 2019-2020, 172 youth were enrolled in programs of skills training with subsidized work experience. Some year-round grantees were not able to meet contract goals due to COVID-19.



Agency Goals

- **Agency Goal 4:** Building on the recommendations of the Governor's Commission on Digital Innovation and Lifelong Learning, and using various funding sources, CommCorp will issue requests for proposals with a focus on innovative systems and solutions that will improve post secondary access and completion for populations that are not succeeding in the current post secondary structure.
- **Agency Target for Goal 4:** Targets for the number of enrollments and completions for FY20 funded programs not available at this point.
- **Results of Goal 4:** With the support of the Strada Education Network and the Senator Kenneth J. Donnelly Success Grants funded through the Workforce Competitiveness Trust Fund, three partnerships, each of which includes employers and higher education institutions/training organizations, received 2-year grants to develop new digital or hybrid competency-based programs for entry-level incumbent health care workers. The programs were developed in FY'20 and planning for the implementation during FY'21 is currently in process.



Workforce Training Fund Program

- **Program Description:** The purpose of the Workforce Training Fund Program (WTFP) is to provide resources to Massachusetts' businesses and workers to train current and newly hired employees, supporting businesses' productivity and competitiveness.
- **Program Budget:** \$18,500,000
- **Partnerships for Growth Goal Alignment:** Business Competitiveness & Skilled Workforce
- **COVID – 19 Response:** Most WTFP grantees were forced to suspend or postpone at least some of their training activities. While many grantees have been able to pivot to deliver remote training, others have not had the ability for such a transition, especially when the planned training requires in-person, hands-on instruction and practice on-site at their location. CommCorp has attempted to mitigate the impact by allowing contract extensions of up to one additional year to complete contract goals. Additional changes such as expanding eligibility and streamlining processes have taken effect for FY'21 contracting.
- The Baker-Polito administration launched the Manufacturing Emergency Response Team (M-ERT) to support manufacturers with \$10.6 million of new funding in their efforts to produce PPE and other supplies for healthcare front-line workers. CommCorp has committed \$1 million in WTFP funds to support M-ERT grants where retraining workers in new processes is needed for manufacturers to pivot to the production of healthcare supplies and PPE.



Workforce Training Fund Program

- **Fiscal Year Goal 1:** Support businesses in strengthening their competitiveness by investing in the skills of their incumbent workers.
- **Fiscal Year Target 1:** (a) Provide General Program skills training grants to at least 150 businesses collectively planning to train over 10,000 workers over two years from the date their grant begins. (b) Provide Express Program skills training grants to at least 400 Massachusetts small businesses (100 or fewer employees) collectively planning to train over 3,000 workers over two years from the date their grant begins. NOTE: Businesses submit applications on a rolling basis throughout the year and grants are reviewed and awarded throughout the year.
- **Results of Goal 1:**
 - (a) The WTFP General Program awarded grants (including some consortium grants) to 193 businesses with plans to train over 11,180 workers over their two-year grant periods.
 - (b) The WTFP Express awarded grants to 350 small businesses with plans to train over 2,700 workers. In addition, the Small Business Direct Access Program enrolled over 2,100 employees from 203 employers.



YouthWorks

- **Program Description:** YouthWorks is a state-funded youth employment program that helps teens and young adults get the skills and experience needed to find and keep jobs. Youth participants from the 31 cities and towns with the highest poverty rates take part in subsidized paid short-term work placements during the summer and/or school year at public, private and nonprofit worksites. During the school year programs, youth/young adults will be provided occupational skills training that will lead to certification/ credential, in addition to subsidized paid work experience.
- All participants also receive training in core soft skills and work readiness so they can practice professional behaviors and learn how to relate to supervisors and co-workers at their worksites. They also learn how to take the next steps in their education and career pathways. All YouthWorks programs use the Signal Success curriculum to help young people learn and practice the skills that matter at work, at school, and in life.
- **Program Budget:** \$12,785,000 Note: YouthWorks is forward-funded; the FY 19 appropriation is spent in the summer of 2019 and in the winter of 2019-2020.
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce



YouthWorks

- **COVID – 19 Response:** Summer 2019 programs were not impacted. Year-round 2019-2020 programs were impacted to varying degrees and the overall enrollment goal was not met.
- **Fiscal Year Goal 1:** The goal of the Youthworks program is to provide career exploration, work readiness and subsidized employment through structured work placements so that young people across the Commonwealth can develop the necessary skills to subsequently acquire unsubsidized employment and get on a career trajectory.
- **Fiscal Year Target 1:** In the summer of 2019, enroll and place 3,400 youth/young adults in subsidized employment opportunities with 20 hours of work readiness through the Signal Success curriculum. In the fall/winter of 2019-2020, enroll 250 youth in year-round skills-based training with subsidized paid work experience and 25 hours of work readiness curriculum. Note: The final statewide year-round enrollment goal was 180 based on the summary of enrollment goals in FY'20 contracts.
- **Results of Goal 1:** In the summer of 2019, 4,250 youth/young adults were enrolled in subsidized employment opportunities and Signal Success work readiness activities. In the year-round program of 2019-2020, 172 youth were enrolled in programs of skills training with subsidized work experience. Some year-round grantees were not able to meet contract goals due to COVID-19.



Learn to Earn (FY'18 Appropriation), combined with WCTF (FY'18 Appropriation)

- **Program Description:** The Workforce Competitiveness Trust Fund (WCTF) was created by the Legislature in 2006 to develop training pipelines to meet the skill needs of businesses in high demand occupations.
 - It supports partnerships of employers, education and workforce organizations to train and upgrade the skills of new and incumbent workers. The WCTF partnership model along with funds from the WCTF FY18 appropriation were combined with the Learn to Earn Initiative.
 - The Learn to Earn Initiative (LTE), proposed by Governor Charlie Baker and Lt. Governor Karen Polito and adopted by the Legislature in the FY18 General Appropriations Act, is a comprehensive approach to providing unemployed and underemployed individuals who are receiving assistance from public benefit programs with the supports, skills, and credentials they need to gain and retain employment in occupations for which employers have persistent demand.
 - LTE Partnerships will develop and test models to serve participants in the context of their family/household. LTE Programs will help participants set and achieve goals necessary for employment and sustained economic stability, such as maintaining and growing family net resources and minimizing the real or perceived potential impact of increased earned income on benefit receipt, including improving coordination across benefit programs and reducing benefit cliff effects.



Learn to Earn (FY'18 Appropriation), combined with WCTF (FY'18 Appropriation)

- **Program Budget:** \$950,000
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce
- **COVID – 19 Response:** COVID-19 impacted job placement activities of some grantees and, where possible, contracts have been extended into the first quarter or two of FY'21 to allow grantees to provide additional job search and placement assistance to training completers.
- **Fiscal Year Goal 1:** Support regional industry sector partnerships that bring together business, education and workforce partners to prepare unemployed and underemployed workers for high demand jobs.
- **Fiscal Year Target 1:** Over a two-year period from July 2018 through June 2020, enroll 170 individuals receiving public benefits and place 120 in employment after participation in skills training programs.
- **Results of Goal 1:** Over the two-year contract period, 200 individuals receiving public benefits were enrolled and 110 had been placed in employment after completing skills training programs. Due to COVID-19, some grants have been extended into FY'21 to allow more time for job placements.



Workforce Competitiveness Trust Fund (FY19 Appropriation)

- **Program Description:** The Workforce Competitiveness Trust Fund (WCTF) was created by the Legislature in 2006 to develop training pipelines to meet the skill needs of businesses in high demand occupations. It supports partnerships of employers, education and workforce organizations to train and upgrade the skills of new and incumbent workers. The Secretary of Labor and Workforce Development, in consultation with the members of the Workforce Skills Cabinet, has directed Commonwealth Corporation to design and conduct one or more competitive procurements that will select training, support services and job placement programs designed by partnerships to support the needs of unemployed or individuals for employment in high demand occupations in Health Care, IT or other occupations identified in the Regional Blueprint process conducted in FY18.
- **Program Budget:** \$5,000,000
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce



Workforce Competitiveness Trust Fund (FY19 Appropriation)

- **COVID – 19 Response:** While many grantees were able to pivot to remote training, COVID-19 did impact the start-up of some training cohorts. CommCorp continues to provide technical assistance to grantees and may provide contract extensions for some grantees to support the achievement of contract goals.
- **Fiscal Year Goal 1:** Support regional industry sector partnerships that bring together business, education and workforce partners to prepare unemployed and underemployed workers for high demand jobs.
- **Fiscal Year Target 1:** Over a 2+ year period, primarily FY20 & FY21, regional skills training programs will enroll 600 unemployed and underemployed individuals and place 450 in employment.
- **Results of Goal 1:** For these multi-year programs, there were 300 enrollments through the end of FY20 versus the FY20 interim goal of 330 enrollments and 50 job placements versus the FY20 interim goal of 150. There were delayed cohorts in some programs due to COVID-19 and it is expected that programs will add cohorts during FY21. Some contracts may be extended to allow for the enrollment and completion of planned cohorts.



Learn to Earn (FY19 Appropriation)

- **Program Description:** The Learn to Earn Initiative (LTE), proposed by Governor Charlie Baker and Lt. Governor Karen Polito and adopted by the Legislature in the FY18 General Appropriations Act, is a comprehensive approach to providing unemployed and underemployed individuals who are receiving assistance from public benefit programs with the supports, skills, and credentials they need to gain and retain employment in occupations for which employers have persistent demand. LTE Partnerships will develop and test models to serve participants in the context of their family/household. LTE Programs will help participants set and achieve goals necessary for employment and sustained economic stability, such as maintaining and growing family net resources and minimizing the real or perceived potential impact of increased earned income on benefit receipt, including improving coordination across benefit programs and reducing benefit cliff effects.
- **Program Budget:** \$800,000
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce



Learn to Earn (FY19 Appropriation)

- **COVID – 19 Response:** One grantee was able to quickly pivot to remote training, but COVID-19 did impact the start-up of some training cohorts at another grantee. CommCorp continues to provide technical assistance to grantees and may provide contract extensions for grantees to support the achievement of contract goals.
- **Fiscal Year Goal 1:** Support regional industry sector partnerships that bring together business, education and workforce partners to prepare unemployed and underemployed workers receiving public benefits for high demand jobs.
- **Fiscal Year Target 1:** Over a 2+ year period, primarily FY20 & FY21, skills training programs will enroll 100 individuals and place 70 in employment. Note: The final enrollment goal is 82 and the placement goal is 52, based on the summary of goals in FY'20 contracts.
- **Results of Goal 1:** For these multi-year programs, there were 25 enrollments through the end of FY20 versus the FY20 interim goal of 39 enrollments and 5 job placements versus the FY20 interim goal of 14. There were some delayed cohorts due to COVID-19 and it is expected that program cohorts will be added during FY21. Contracts may be extended to allow for the enrollment and completion of planned cohorts.



Employment Program for Young Adults with Disabilities FY'20 Appropriation

- **Program Description:** For the Commonwealth Corporation for an employment training program for unemployed young adults with disabilities; provided, that funds shall be awarded competitively by the Commonwealth Corporation to community-based organizations with recognized success in creating strong collaborations with employers to consider young adults with disabilities; and provided further, that a community-based organization that receives funding under this item shall provide extensive training and internship programming and ongoing post-placement support for participants and employers.
- **Program Budget:** \$250,000
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce



Employment Program for Young Adults with Disabilities FY'20 Appropriation

- **COVID – 19 Response:** COVID-19 did impact the completion of some training cohorts and the placement of youth by the end of FY20 period. Two of three grantees were able to pivot to virtual delivery. Only one grantee met their contract enrollment and placement goals by the end of FY'20. As contracts could be not extended into FY'21, the other two grantees continue to provide services to youth through other funds.
- **Fiscal Year Goal 1:** Train and place young adults with disabilities into employment.
- **Fiscal Year Target 1:** Enroll at least 20 young adults with disabilities in training, with 14 placed in employment.
- **Results of Goal 1:** There was a total of 24 enrollments and 6 job placements by the end of the FY'20 period. COVID-19 did impact the completion of some training cohorts and the placement of youth at two grantees. As contracts could be not extended into FY'21, the other two grantees continue to provide services to youth through other funds.

Reentry Workforce Development Demonstration Program FY'20 Appropriation



- **Program Description:** For the operation of a demonstration workforce development and supportive services program targeted to individuals transitioning from a house of correction or the department of correction; provided, that program funds shall be used for: (a) job training for former prisoners in order to facilitate job placement; (b) wage subsidies to facilitate private sector employment and professional development; and (c) support services and programs for court-involved youths; provided further, that the executive office of labor and workforce development shall take all necessary steps to secure private sector funding for this program; provided further, that the executive office shall coordinate with a local public or private non-profit university to examine and develop a longitudinal evaluation framework to assess the efficacy and efficiency of the program; and provided further, that the executive office of labor and workforce development shall report to the executive office for administration and finance and the house and senate committees on ways and means not later than April 1, 2019 describing the administrative functions of the program, client outcomes and plans for the longitudinal evaluation framework.
- **Program Budget:** \$1,000,000
- **Partnerships for Growth Goal Alignment:** Train a Skilled Workforce

Reentry Workforce Development Demonstration Program FY'20 Appropriation



- **COVID – 19 Response:** COVID-19 interrupted the Re-Entry program starting in March as correctional facilities stopped allowing outside services within the institutions. COVID-19 also impacted training and internship activities for some participants already in the community. Two of the five grantees were able to complete their programs. There are ongoing discussions about identifying funds for a possible re-start of these programs in FY'21.
- **Fiscal Year Goal 1:** Train and place transitioning individuals in employment.
- **Fiscal Year Target 1:** 75 individuals enrolled in training, with 50 placed in employment.
- **Results of Goal 1:** There was a total of 63 enrollments and 40 job placements by the end of the FY'20 period. COVID-19 did impact the completion of some training cohorts and the placement of youth at three of the five grantees.



MassHealth Delivery System Reform Incentive Payment (DSRIP): Statewide Investments Program

- **Program Description:** Commonwealth Corporation is administering the MassHealth Delivery System Reform Incentive Payment (DSRIP) Statewide Investments Workforce Development Grants Program focused on frontline and extended healthcare workforce development on behalf of the Commonwealth of Massachusetts Executive Office of Health and Human Services (EOHHS) Office of Medicaid (MassHealth). The Statewide Investments funding stream is one component of MassHealth's \$1.8 billion DSRIP program authorized under the Medicaid Section 1115 Waiver and comprises eight initiatives over the five-year DSRIP program. The Workforce Development Program will support the MassHealth Accountable Care Organizations (ACOs), and Community Partners (CPs), by building and strengthening the state's frontline and extended healthcare workforce, which is critical to their ability to improve health outcomes and reduce the total cost of care for MassHealth members.
- **Program Budget:** \$500,000
- **Partnerships for Growth Goal Alignment:** Business Competitiveness & Skilled Workforce



MassHealth Delivery System Reform Incentive Payment (DSRIP): Statewide Investments Program

- **COVID – 19 Response:** COVID-19 impacted both the start-up of some cohorts as well as program completion for many workers. While some grantees were able to pivot to remote training and virtual delivery, some programs were interrupted and will not re-start until FY'21. In addition, some incumbent workers stopped out of programs due to work, health and/or family reasons.
- **Fiscal Year Goal 1:** Strengthen the state's frontline and extended healthcare workforce through training in the following four areas: 1). Community Health Worker, 2) Community Health Worker Supervisors, 3) Peer Specialists and 4) Competency Based Training Grants for other healthcare frontline workers.
- **Fiscal Year Target 1:** Provide training to over 200 incumbent frontline workers across the four initiatives.
- **Results of Goal 1:** There were over 300 enrollments of incumbent workers across the four training areas. COVID-19 did, however, impact the program completion for many workers. While some grantees were able to pivot to remote training/virtual delivery, some programs were interrupted and will not re-start until FY'21. In addition, some incumbent workers stopped out of programs due to work, health and/or family reasons.