



YouthWorks 2020-2021 Jobs for Youth Placed at Risk Application/ RFP

- **Summer Jobs for Youth Placed at Risk Program Specifications & Application Package**
- **Year-Round 2020-2021 Request for Proposals**

Issued on behalf of:

Governor Charles D. Baker

and

Rosalin Acosta

Secretary, Labor and Workforce Development

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YouthWorks 2020-21 – Jobs for Youth Placed at Risk

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PROGRAM OVERVIEW:

From first jobs to leadership development, from skills training to career exploration, YouthWorks provides Massachusetts teens and young adults with a chance to work, learn and thrive. YouthWorks helps young people get the skills and experience needed to enter the workforce and to begin to design a path toward sustained success. For the past 19 years, income-eligible teens and young adults ages 14 to 21 from 31 cities across Massachusetts have taken part in one of the few state-funded youth employment programs in the country.

As the YouthWorks program approaches its 20th year of programming, the program will follow an innovative path for improvement aimed at building off the tremendous foundation of past work to provide stronger services for today's participants who need to compete in tomorrow's economy.

Key components of this plan include:

- Codifying the program model into a tiered program that meets the needs of participants in terms of age, stage and path
- Embedding demand-driven career exploration for all participants and providing occupational skills training and/or sector specific work-based learning (WBL) for a key subset of participants
- Strengthening alignment to Connecting Activities and other strategic partnerships with key workforce and education programs
- Developing a statewide private sector employer engagement strategy to strengthen existing local partnerships and open doors to new opportunities especially in priority sectors

Local Programs have been collaborative partners in this evolving model. Over the last three years, many regions have implemented or engaged in the formal planning of career pathway programming for YouthWorks participants. Others have designed and tested service and work-based learning cohort models for younger participants or worked to identify best practices for aligning YouthWorks and Connecting activities. Additionally, in August of 2019, eight regions participated in regional youth professional development days, which not only supported leadership and career development for young adults, but also provided programs with a means to engage existing and potential employers.

YouthWorks Age, Stage and Path Model

YouthWorks programs serve a wide range of participants in terms of ages, levels of career awareness, and goals. In order to better provide all participants with effective and relevant youth workforce development services, YouthWorks is defining its offering into three specific tiers, which include service and project-based learning, early and career trajectory employment experiences, and career pathway training and support. Table 1 on the next page highlights some of the key components of each tier of the model.

Table 1- YouthWorks Age, Stage and Path Model

	Service and Project-Based Learning	Early and Career-Trajectory Employment	Career Pathway Training and Support
	14-15-year-old participants summer only 75-115 program hours	16-21-year-old participants summer and year-round 140-195 program hours	17-21-year-old participants summer and year-round 125-200 program hours
What does it include?	<ul style="list-style-type: none"> ● <i>Signal Success: Starting off Strong</i> ● Service and Project-Based Learning in cohort settings or supportive small group/ individual placements. ● Subsidized wages for placements and stipends for cohort learning experiences ● Mentorship opportunities from near peers and working professionals. ● Cohort-based case management. 	<ul style="list-style-type: none"> ● <i>Signal Success: Building a Professional Self</i> ● Subsidized work placements ranging from first jobs to career oriented paid internships ● A combination of work-site based mentorship opportunities and/or collaboration and leadership development from near peers and working professionals. ● Cohort-based case management 	<ul style="list-style-type: none"> ● <i>Signal Success: Crafting a Career Path</i> ● Career pathway planning and individual case management support. ● A combination of occupational training, industry credentials, industry-focused career exploration, career-specific work-based learning and placements. ● Subsidized wages or stipends, depending on program elements ● Mentorship and/ or collaboration and leadership development from near peers and professionals.
What are the goals of the program?	<ul style="list-style-type: none"> ● Partner with employers to develop programming that supports a strong emerging workforce. ● Provide participants with high-quality and engaging work and learning experiences. ● Increase participant awareness of skill, careers and industries. ● Support the development of key soft skills through workshops and applied learning. ● Provide participants with cohesive and progressive career development services by aligning YouthWorks programming with local Connecting Activities and Innovation Pathways programming. 		
	<ul style="list-style-type: none"> ● Provide additional supports for younger participants to prepare them for future employment experiences. 	<ul style="list-style-type: none"> ● Match participants with subsidized employment opportunities that foster transferable skills. ● Support returning participants with growth placements that involve increased leadership, independence, and/or stronger alignment to career interests. 	<ul style="list-style-type: none"> ● Provide older participants with skills, exposure and experience to obtain entry-level positions in high-demand fields and make informed career plans for sustainability and growth. ● Support returning participants with marketable skills and increased opportunity.

Full-Year Funding Model

In order to support continued and strategic service to a sub-set of participants, increased capacity to engage and maintain private sector partnerships, stronger alignment with Connecting Activities, and an avenue for tracking participant outcomes, YouthWorks is transitioning to a full-year funding model. In addition to allocation-based funding for summer programming, all regions will be eligible to receive modest staff budgets to conduct work that needs to be done from October to April in order support stronger outcomes for summer programming. Programs are also encouraged to apply for competitive year-round funding to provide subsidized employment opportunities and career pathway programming for youth and young adults.

Increased Focus on Outcomes and Continuous Improvement

There is no shortage of compelling examples of how YouthWorks programming has benefitted youth and young adults. For instance, each summer former participants become program staff and work-site supervisors and they often point to their YouthWorks experience as being a pivotal moment in their young adult development. Programs have achieved and reported consistent outputs for many years, but in order to build an even stronger program, it is important for all regions to systematically collect and report employment, education/training and skill gain outcomes.

In order to support this effort, the following changes are being instituted:

- Commonwealth Corporation will analyze and share wage record matching data that looks at the earnings of YouthWorks participants for eight quarters after their participation in the program in comparison to wages by similar demographic of non-participants.
- Commonwealth Corporation is developing a new YouthWorks database which will be used by all programs to capture participant-level information and submit required programmatic reports—like employer lists, training dates, enrollment progress, active cohort size, and final grant reporting.
- Programs will have all participants complete an end of program survey online or in paper format. Those opting for the paper option will need to enter the resulting data
- Programs will complete a small strategic number of participant case study questionnaires (3-5 in the summer; and 1-2 in the year-round program)
- For each tier, programs will select at least two additional data points or data collection tools from a menu of options to demonstrate additional participant-level outcomes.

In addition, to taking a closer look at participant-level data, programs will also be required to participate in a data-driven program improvement process. This process will take place three to five months after the end of each program performance period and include a review of program performance in terms of key data points like target enrollments, completion rates, participant outcome trends and program performance in accordance with the YW Program Assessment Rubric, which is available in the YouthWorks Administrative Guide 2020-2021.

Key Deadlines and Program Dates

In order to support programs in planning for future commitments, Table 2 lists many key dates and timeframes.

Table 2- Key Deadlines and Program Dates through 2020

Date/ Timeframe	Key Event, Deadline or Phase
December 18, 2019	Application/ RFP Webinar
December 23, 2019	Intent to apply form due
January 6, 2020	If some regions elect not to apply for all three tiers, revised allocations will be distributed Online Application Portal Opens
February 3, 2020	Full application and proposals due
Mid- March 2020	Competitive year-round award notifications (Anticipated)
April 1, 2020	Start date for summer YouthWorks contracts YouthWorks Spring Statewide Convening
April-May 2020	Group Technical Assistance Sessions including fiscal/grant management, <i>Signal Success</i> and database trainings
May 31, 2020	Schedule for summer Signal Success trainings for participants needs to be submitted
June 12, 2020	All employer work sites need to be entered into the YouthWorks database
July- August 2020	Submit weekly dashboard updates
July 28, 2020	Central Making It Work! Youth Professional Development Conference
July 30, 2020	North Shore Making It Work!
August 6, 2020	Hampden Making It Work!
August 11, 2020	Greater New Bedford Making It Work!
September 1, 2020	Start date for YouthWorks Year-Round Contracts
September 30, 2020	Completion of summer program expenditures End of YouthWorks summer contract
October 12, 2020	Summer participant-level data entered into database
October 2020	YouthWorks Fall Statewide Convening
October 31, 2020	Final summer cash requests due All other summer reporting (match, additional assessments) due
October-November 2020	Group Technical Assistance Trainings
November- December 2020	Program Assessment and Improvement Meetings Release of next application/ RFP

A. GENERAL INSTRUCTIONS

The specifications in this planning package pertain to the Commonwealth's FY2020 Budget (Line Item No. 7002-0012) which has been designated the YouthWorks – Supported Employment for Youth program. This is an application package, with an optional component for additional competitive grants. If your community or region decides not to apply for funds allocated to it for this program, unused funds may be reallocated to other eligible locations.

Program must submit the intent to apply form by December 23, 2019.

The online application portal will open on January 6th. **Full applications and competitive year-round proposals are due on February 3, 2020.**

Programs should submit **summer applications via this link:** <https://commcorp.tfaforms.net/328798>
and **Year-Round proposals via this link:** <https://commcorp.tfaforms.net/328800>

Programs must submit separate application files for summer and year-round and programs that intend to apply for more than one competitive year-round opportunity, must complete and submit each proposal as a separate application with a separate narratives and budgets.

Applicants will be asked to enter certain information about the applicant organization and key personnel who are affiliated with the proposal. The portal provides links to upload your proposal narrative (in Microsoft Word format ONLY) and proposed budget (in Microsoft Excel format ONLY).

Questions related to the application process should be sent to the attention of:

Jennifer Applebaum
Youth Pathways Division
Commonwealth Corporation
2 Oliver Street, 5th Floor
Boston, MA 02109
E-mail: japplebaum@commcorp.org
Phone: 617-717-6934

A1. Eligibility for Funds

Funds have been targeted to the cities in Massachusetts that have the highest numbers of youth in poverty, where low-income youth are especially in need of ensuring access to summer job opportunities. These cities are part of a larger “workforce investment region” represented by a MassHire Workforce Development Board. The cities eligible for funding are outlined in **Table 3: Summer 2020 YouthWorks Allocation Table**.¹

Table 3: Summer 2020 YouthWorks Allocation Table

Region (Eligible Cities)	2020 Summer Allocation	2020 Summer Enrollment Target	Sub-Category Enrollment Targets		
			Service & Project-Based Learning	Early & Career-Trajectory Employment	Career Pathway Training & Support
Berkshire (Pittsfield)	\$188,300	61	17	36	8
Boston (Boston)	\$3,202,827	1,159	412	732	15
Bristol (Fall River, Taunton)	\$704,276	244	74	158	12
Cape & Islands (Barnstable)	\$132,476	41	12	21	8
Central Mass (Worcester)	\$905,926	316	97	207	12
Franklin Hampshire (Northampton)	\$101,882	30	8	14	8
Greater Brockton (Brockton)	\$479,208	160	37	113	10
Greater Lowell (Lowell)	\$581,422	197	49	138	10
Greater New Bedford (New Bedford)	\$606,131	212	72	128	12
Hampden County (Chicopee, Springfield, Holyoke, Westfield)	\$1,826,035	645	202	428	15
Merrimack Valley (Lawrence, Haverhill)	\$869,025	301	87	202	12
Metro North (Cambridge, Chelsea, Malden, Somerville, Revere, Everett)	\$1,051,405	374	130	232	12
Metro South/West (Framingham)	\$228,616	73	13	52	8
North Central (Leominster)	\$401,148	134	35	89	10
North Shore (Lynn, Salem, Peabody)	\$748,345	248	47	189	12
South Shore (Quincy, Plymouth, Weymouth)	\$442,724	149	39	100	10
Statewide Totals	\$12,469,746	4,344	1,331	2,839	174

¹ YouthWorks Summer 2020 funding allocations are based on an average of the last two years allocation rates with the 2019 rate of proportional need in each region as defined by the total number of youth in need in target cities plus 20% of the youth in need from non-target cities in the region. This practice of taking an average over three years is a hold harmless measure intended to prevent drastic swings in allocations. The number of youth in need is a combined measure of the number of students the Department of Elementary and Secondary Education (DESE) has identified as economically disadvantaged plus the estimated number of disconnected youth in given cities and regions from the American Community Survey (ACS). DESE defines economically disadvantaged based on a student's participation in one or more of the following state-administered programs: the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid).

A2. Available Funding

Summer

A total of **\$12,469,746 in funding is available for the summer of 2020**. Table 3 on page nine indicates the total funding award allocation along with the total participant and target for each tier of programming. All programs are encouraged to plan for a full age, stage and path approach this summer. However, since this is the first summer that programs are being asked to implement a tiered model, programs are eligible for funding and participation if they commit to running the Early & Career-Trajectory Employment Experiences program and one of the other two tiers. Programs must indicate which tiers of the model that they intend to operate when they complete the intent to apply form on or before December 23rd of 2019. Programs that opt to apply for only two of the three tiers will receive a reduced allocation and those additional funds will be redistributed evenly across other regions. Additionally, in order to secure funding participants must document a plan that aligns with recommended best practices. CommCorp will be available to provide technical assistance to regions as they prepare their summer applications.

Year-Round

Commonwealth Corporation anticipates awarding an additional **\$1,000,000 in year-round funding** across two options through a competitive process. Year-round programs will operate during the period from September 2020 to May 2021 and will support the development and delivery of innovative extensions of the YouthWorks model to increase high quality career pathway opportunities for participants. The goal of the year-round program is to provide youth participants with quality skill development and work-based learning opportunities while building ongoing local capacity for sustained program improvements in current and future rounds of YouthWorks.

Option A will support programs who want to implement a Career Pathway Training and Support program during this timeline. Option B will provide funding to programs that want to serve participants with an enhanced model of Early and Career-Trajectory Employment Experiences that features additional career exploration and exposure. In order to preserve continuity and maximize opportunities for lasting program improvements, the lead applicant must be the same lead agency as for 2020 Summer YouthWorks programming. Programs may choose to apply to a single funding option or multiple funding options. Additional consideration will be made for proposals that seek not only to support strong execution of the given program model, but also **to expand the degree to which more vulnerable populations (proven-risk young adults, participants with significant disabilities, English language learners, participants in foster care, etc.) are served and supported** by the YouthWorks Year-Round Program. Based on the results of the competitive process, applicants may be awarded some or all of the funds for which they applied. Table 4 documents the range of acceptable funding requests and participants targets for the 20-21 year-round program

Table 4- Year-Round 2020-2021 Competitive Funding Options

Option Description	Acceptable range of per participant costs	Acceptable range of target number of participants	Maximum Funding Request
Option A- Career Pathway Training and Support	\$3,000-\$5,000	8 to 25	\$90,000
Option B- Early and Career-Trajectory Employment Experiences (with additional career exploration)	\$2,700-\$3,700	10 to 28	\$80,000

In addition to the competitive year-round funding, all programs that operate in summer of 2020 may apply for a modest year-round staffing award to support increased capacity to engage and maintain private sector partnerships, stronger alignment with Connecting Activities, and an avenue for tracking additional participant outcomes. In order to receive these funds, programs must submit a detailed budget narrative of how the resources will be used and work with their CommCorp TA providers to establish and meet goals that further programmatic performance. Example of potential year-round staffing goals are included below. Please note that the specific numbers are only for illustrative purpose, and reasonable goals will vary greatly depending on program size and past practice. Examples include:

- Increase the percentage of private sector placements for next summer by 5%.
- Improve alignment to regional blueprint labor market information by identifying and developing five new summer worksites in healthcare.
- Provide data and smooth handoff to increase the number of interested Summer 2020 YouthWorks participants able to secure unsubsidized employment and/or internships through Connecting Activities programs.
- Develop three new strategic partnerships and overhaul intake processes and case management to increase the share of vulnerable youth/ youth with significant disabilities/ English Language Learners/etc. to be served in future summers.
- Conduct the Returning Participant Analysis Protocol and use the data to develop a stronger plan for how best support progression among returning participants.

Regions with multiple cities and/or program partners are encouraged to consider how best to utilize these limited funds in order to leverage the strongest program improvements. Table 5 outlines the resources available for different regions.

Table 5- Year-Round Staffing Funds to Support Program Improvement

Available Funding Level	Regions
\$10,000	Berkshire, Cape and Islands, Franklin Hampshire, Metro South/West
\$20,000	North Central, South Shore
\$25,000	Greater Brockton
\$30,000	Greater Lowell, Greater New Bedford
\$35,000	Bristol, North Shore
\$45,000	Central Mass, Merrimack Valley
\$55,000	Metro North
\$60,000	Boston, Hampden County

A3. Designation of Lead Entity

Program eligibility is limited to the cities and their regions identified in **Table 3**. Applications to design and manage local YouthWorks programs must be submitted on a cooperative basis between the targeted city(ies) and the local Workforce Development Board where those cities are located.

A YouthWorks program may be operated directly by a city, a workforce board, a one-stop career center or other organization, or may involve the award of subgrants to one or more cities, organizations or other entities that would be expected to (a) directly employ eligible youth, or (b) serve as intermediaries and brokers to recruit employers and youth. It is expected that the targeted cities and the local workforce boards will work together to design the most effective program to meet the needs of local youth.

The application must identify one grant fiscal agent. While the YouthWorks summer jobs program may be managed by *either* a target city or by the local workforce board, depending upon local capacity and program goals – **only one manager per region is permitted.**

Grantees are encouraged to issue sub-grants to a network of organizations that are capable of employing or securing meaningful employment for qualified youth. These include such entities as community-based organizations, public agencies, qualified faith-based organizations, One-Stop Career Centers, Workforce Development Boards, non-profit youth serving organizations or others. Applicants must identify specific organizations that will serve as subgrantees as part of the application.

A4. Application Process and Deadlines.

- Localities must submit an application in order to receive program funds.
- Localities must submit the intent to apply form by December 23, 2019 by email to Jennifer Applebaum at japplebaum@commcorp.org
- All applications must be received through the Commonwealth Corporation by Monday, February 3, 2020 via the following links:
 - **summer applications link:** <https://commcorp.tfaforms.net/328798>
 - **year-round proposals link:** <https://commcorp.tfaforms.net/328800>

The online application portal will be available starting January 6, 2020.

- Applications should be brief and should provide all information as listed in the Program Narrative section. Applications must be submitted by the office that will serve as the overall program manager.
- Localities that do not submit a timely application will not be considered for funding.
- Applications submitted that do not adequately describe activities within the scope of services included in this document will not be eligible for funding or may require revision in order to be eligible for funding.
- Programs may choose to apply for multiple year-round grants. Based on the results of the competitive process, applicants may be awarded some or all of the funds for which they applied. Commonwealth Corporation reserves the right to contact applicants for clarification or negotiation, to extend or revise any deadline, and to reject any and all proposals, or to accept any and all proposals, in whole or in part, if deemed to be in the best interest of the Commonwealth. Commonwealth Corporation may negotiate the terms of the contract before issuing the grant.

A5. Required Application Contents

- A. Intent to Apply Form. (See pages 29 of the application)
- B. Program Narrative. (See pages 31 of the application)
- C. Application Cover Sheet. (See page 30 of the application.
- D. Program Budget and Narrative for Summer Programming (See attached)

A6. Optional Application Contents

- a. Program Narrative for Competitive Year-Round Funding. (See pages 36 of the application.)
- b. Program Budget and Narrative for Year-Round Funding (See attached)

B. PROGRAMMATIC REQUIREMENTS, BEST PRACTICES AND RESOURCES

Tier-Specific Components

B1. Service and Project-Based Learning Tier

Key Programmatic Features and Reminders

- ✓ Participants ages 14-15
- ✓ Cost model- up to \$2,000 per participant
- ✓ Service and Project-Based Learning in cohort settings or supportive small group/ individual placements
- ✓ 60-100 work/service hours across at least 5 weeks
- ✓ Mentorship and support
- ✓ Ongoing assessment and reflection to build a stronger self-awareness practice
- ✓ *Signal Success: Starting off Strong*

The Service and Project-Based Learning tier of YouthWorks is designed to offer younger participants foundational work skills through a substantive and well-structured work-based learning experience. It is important that programs that seek to offer this tier largely through small/group or individual placements differentiate these placements from those for older participants. Increased mentoring and support are essential components for these placements to best meet the needs of younger participants, most of whom will have limited experience and understanding of the world of work. Additionally, programming in this tier of the YouthWorks model should include a simple, but concrete arc of progressive work and learning demands in order to both sufficiently scaffold the learning and offer opportunity for growth. Programs that plan to offer cohort-based service and project-learning models must identify a single substantial project or multiple thematic projects in their application and demonstrate the capacity to appropriately staff and structure the project and learning environment. Programs cannot wait until the start of the summer to define the project offering. Additionally, programs should consider the best practices below in their design and implementation:

Best Practices for Service and Project-Based Learning:

- Developing clear and measurable learning outcomes for the project and relevant assessments to measure and record these outcomes
- Planning for a thoughtful integration of *Signal Success: Starting off Strong*

- Adding accountability and a professional aspect to the learning by having students develop job/team descriptions and then revisiting these documents along with a work-based learning evaluation tool on a regular basis.
- Including ongoing and simple practices to gauge student perspectives by creating an intentional space for participants to communicate how they feel about their summer experience. Ensuring these activities occur in a range of modalities and settings will garner the most traction. For example, programs are likely to get different information in a whole group sharing session about highlights and challenges of the week than in a short, written feedback survey
- Intentionally including ways for participants to change or expand their experience. For example, if participants are slated to work on a specific portion of a project for most of the summer, when do they get a chance to work on a different team?
- Building in opportunities to regularly respond to case management needs. Whether it is part of a weekly staff meeting or the end of the day wrap-up, staff need time to respond to what they are observing. Especially in cases where participants are struggling or starting to disengage, early intervention is essential.

B2. Early and Career Trajectory Employment Experiences Tier

Key Programmatic Features and Reminders

- ✓ Participants ages 16-21
- ✓ Cost model- about \$3,150 per participant
- ✓ 125-180 hours of subsidized employment
- ✓ Placement match and worksite support
- ✓ MA Work Based Learning Plan used to assess development and growth at the worksite
- ✓ *Signal Success: Building a Professional Self*

The Early and Career Trajectory Work Experiences tier of YouthWorks is designed to match participants with subsidized employment opportunities that foster transferable skills. Whether, the placement is a participant's first job or an opportunity to build on previous work experience, YouthWorks subsidized placements are work-based learning opportunities with the rigor and authenticity of paid employment realities and responsibilities.

Best Practices for Early and Career Trajectory Work Experiences:

- Active employer engagement and job development focused on identifying and developing quality work placements. For more information about quality placements, please refer to the Youth Employment Quality Work Placement Rubric in the YouthWorks Program Admin Guide 2020-2021.
- Clear and inclusive recruitment processes that include assessing potential participants interests and skills, and then utilizing this intake information to complete thoughtful job placement matches.
- Employer engagement orientation and support services that help employers understand the goals of the program and the needs of the participants.

- A program model that results in subset of YouthWorks participants experiencing a sustained and progressively sequenced set of work and learning experiences by participating in multiple YouthWorks tiers across successive program seasons or years.
- Coordination with local Connecting Activities and Innovation Pathway programs to support an integrated approach to comprehensive career development for youth and young adults.
- Thoughtful integration of *Signal Success: Building a Professional Self*.
- Commitment to building capacity to effectively deliver a competency-based career-readiness curriculum (Signal Success) that supports personal motivation and is oriented to the learning needs of youth.
- A set of program supports that coordinate effective services, supervision, and learning for participating young people.

B3. Career Pathway Programming and Support Tier

Key Programmatic Features and Reminders

- ✓ Participants ages 17-21
- ✓ Cost model- up to \$5,000 per participant
- ✓ Singular sector or occupational focus
- ✓ **At least** 110 hours of career pathway program services
- ✓ Informed by employer partners
- ✓ Built in competency-based assessment
- ✓ *Signal Success: Crafting a Career Path*

The Career Pathway Programming and Support tier of YouthWorks is designed to offer older participants cohort-based experiences that increase exploration, awareness, and skill building relevant to an industry or occupation. Successful program models often include a strategic mix of some of the following approaches:

- Occupational training models with relevant industry certifications.
- Job placements focused on an industry and supported by additional career awareness and exploration activities.
- Work based learning and skills training linked to pre-apprenticeship certification or successful transition to registered apprenticeship programs.
- Structured mentoring paired with work-based learning projects or work experiences.
- Early career pipeline programming for older participants coordinated with specific employer partnerships.

Programs must define a singular industry or occupational focus and demonstrate an ability to provide the relevant expertise, support, equipment and related resources for the programming. For example, if the programs choose to support a technical skill building program focused on coding, applicants would need to provide a qualified instructor and sufficient numbers of computers and software to run a cohort of participants. Similarly, if the program includes mentoring, the applicant must demonstrate a capacity to

recruit, train and support appropriate mentors either directly or in partnership. Programs are encouraged to explore how best to work with schools with Chapter 74 approved vocational-technical programs, schools participating in MA College and Career Pathways Initiative (Early College and Innovation Pathways), and local Connecting Activities programs in order to coordinate key career pathway program elements and strong recruitment and case management of in-school youth. Programs are also encouraged to collaborate with community colleges, post-secondary vocational programs, public agencies, employers or workforce development community-based organizations. Alignment to priority industries identified in regional blueprints is preferred but not required.

Best Practices for Career Pathway Programming and Support:

- The inclusion of regional labor market data used to identify the need for additional career exploration and training in the proposed industry or occupation.
- A program model that results in subset of YouthWorks participants experiencing a sustained and progressively sequenced set of work and learning experiences by participating in multiple YouthWorks tiers across successive program seasons or years.
- A strategic blending of work-related experiences (i.e., job shadow, field trip, interview practice sessions with industry employers, etc.).
- A defined recruitment process that includes assessing potential participants' fit for the program in terms on interests, skills, and ability to complete the programming.
- A clear plan for participant retention, including thoughtful consideration and allocation of funds for youth wages and/ or stipends.
- For in-school youth, coordination with local Connecting Activities and Innovation Pathway programs to support an integrated approach to comprehensive career development for youth and young adults.
- Thoughtful integration of *Signal Success: Crafting a Career Path*.
- The ability to support participants in attaining work experience, credentials and/or certificates that enhance their marketability in high-demand fields.
- Targeted additional case management supported by staff from the lead agency or partnering organizations.
- Strong case management models, including a clearly detailed set of program supports that coordinate effective services, supervision, and learning for participating young people.
- A clearly articulated outline of planning goals, activities and outcomes ideally informed by prior experience implementing the program or similar programs, or a formal planning process in a previous round of YouthWorks.

Universal Programming Components

B4. Commitment to Youth Wage and Safe and Appropriate Working Environments

All subsidized placements in the YouthWorks program must include all hourly wages no less than the Massachusetts minimum wage of \$12.75 in 2020 and \$13.50 in 2021. Hourly wages above the minimum wage must be indicated and approved in the program budget.

Programs may pay an hourly wage during Signal Success career readiness training, and if the training is hosted at a worksite or conducted concurrently with the subsidized placement, they must pay a regular wage for training hours. Programs that conduct a professional development-style implementation in a school setting or prior to the program may elect to pay a wage or utilize stipend and other incentives to motivate participation in career readiness workshops.

Within the Service and Project-Based Learning tier of the program, cohort-based learning projects do not require a wage and may instead utilize thoughtful stipends to provide younger participants with a sense of accomplishment and experience managing their own money. Within the Career Pathway Programming and Support tier, programs that include occupational training and career exploration activities like job shadows do should consider utilizing incentives and stipends for those portions of the program as opposed to wages.

Whether participants are visiting a work site for a few hours or are placed there for the whole summer, all work sites must be safe and appropriate spaces for all program participants. Work sites that demonstrate bias against specific populations should not be considered for program participation. All programs must have clear and youth-friendly support policies to prevent harassment in the workplace and address any issues that may arise.

Worksites sponsored by faith-based organizations may not engage participants in activities that are religious in nature. For example, it is not appropriate for YouthWorks participants to be asked to teach younger children religious studies.

B5- Effective and Systematic Career Readiness

To promote employability skill development necessary to succeed in Massachusetts' evolving economy, grantees are asked to deliver an enhanced career readiness component and a related career-readiness assessment. Program participants are expected to take part in a **minimum of 15 hours in the summer and 25 hours in the year-round** of a work-readiness/career exploration component using a structured curriculum developed by Commonwealth Corporation. (The career readiness training hours should not include program orientation and work preparation logistical tasks such as reviewing program policies and procedures--e.g., payroll, safety, disciplinary, etc., or completion of W4's and I9 forms.)

Required curriculum component: To help facilitate a consistent and progressive YouthWorks experiences in three tiers of the YouthWorks program and to promote a competency-based approach to employability skill building, Commonwealth Corporation will provide access to all curricular materials for the three versions of required Signal Success instruction:

- *Signal Success: Starting off Strong*
- *Signal Success: Build a Professional Self*
- *Signal Success: Crafting a Career Path*

The *Signal Success* curriculum has been developed in alignment with evidence-based benchmarks in youth career development and research on employer expectations and preferences in hiring teens and young

adults. Skill development will be focused on areas identified by O*Net data as key skill requirements of entry-level occupations—jobs in which teens have been typically employed. The curriculum also has integrated group facilitation activities that promote individualized career exploration and planning.

The career-readiness curriculum can be addressed in part before the start of the other programming components or integrated entirely into workshops during the period of program operations. **No more than 7.5 hours of Signal Success should be frontloaded** prior to other core programming. Additionally, programs should never design training plans that include participants receiving more than three hours of Signal Success instruction. Applications that include poorly planned training will need to be revised prior to contracting.

B6. Measuring and Documenting YouthWorks Outcomes

In order to document the accomplishments of YouthWorks and build an even stronger program, it is important for all regions are asked to augment their data collection and focus on reporting employment, education/training and skill gain outcomes. To further support this effort, Commonwealth Corporation is engaged in the development of YouthWorks database with stronger programmatic features and better alignment to program needs.

Additionally, earlier this fall Commonwealth Corporation convened a YW Outcomes Working Group of twelve member across eight regions to explore how best to document program outcomes. The conversations helped to inform an expanded approach toward data collection. Table 6 which indicates the required data points and data collection tools and outlines the additional options. All programs are asked to identify at least two data points/tools that they will use for each of their program tiers in addition to those that are required. If applicable and sensible, program may use the same two additional data points/tools across more than one tier of programming.

Table 6- Data Points/Tools

Required Across all Tiers
Participant Social Security Numbers (CommCorp conducted wage record match)
Participant-level demographic information, wage and hours of core program services
End of program survey (paper and online versions available)
Participant Case Study questionnaire (to be completed with a small strategic subset)
Required in Select Tiers
Massachusetts Work Based Learning Plan ²
Certification pass or completion status for a program-sponsored credential ³
Programs Should Select at Least 2 for each Tier
Signal Success Competency-Based Portfolio
Employment status upon completion of program
Returning Participant Analysis Protocol ⁴
20% Vulnerable Youth Analysis Protocol ⁴
Program Connection Analysis Protocol (tracks progression to WIOA and Connecting Activities) ⁴
Employer Satisfaction Survey

² Required if the participant receives at least 60 hours of subsidized work placement as part of the learning model.

³ Required in the Career Pathway Programming and Support models that utilize industry credentials.

⁴ For more information see the YouthWorks Administrative Guide- 2020-2021

By collecting and reporting a more comprehensive set of data, the YouthWorks program will be able to report on a wider range of positive outcomes. Some examples are listed below:

- Participants have increased labor market participation in the two years following their YouthWorks program experience.
- Participants complete applicable core program components (Signal Success work readiness training, work placement, work-based learning experience, occupational training, etc.)
- Returning participants perform successfully at a growth placement (one that requires additional leadership, independence or increased connection to a future career field)
- Participants improve employability or soft skills.
- Participants demonstrate knowledge of careers and the education, training and skills required to progress through a chosen career path.
- Participants maintain high levels of workplace engagement
- Program provides first paid work experiences to youth and young adults.
- Program connects participants with additional services (for example unsubsidized employment or internships through Connecting Activities or education and training opportunities through WIOA)

B7. Making it Work! Youth Professional Development Convening

Making It Work! Youth Professional Development Convenings are opportunities for employers, community partners, and youth to work together for career success. Highlights of the events include:

- Employer & Youth-Led Panels
- Opportunities to explore regional priority industries and careers
- Professional Headshots and Personal Branding Support
- Breakout sessions on critical career development topics
- Youth-led breakout sessions
- Networking Breakfast, Lunch and Ice Cream Social

These events support increased leadership development in youth participants and serve to engage existing and potential employers in the YouthWorks program. All regions are required to participate in one of the Making it Work! Youth Professional Development convenings. Additional funding resources are available to support transportation and professional dress for youth participants. Youth may also receive subsidized wages during the hours of participation. Exact venues, youth and employer participation targets, and detailed agendas will be available by early January. The list below indicates the dates and regional locations of the various events for summer of 2020.

- Tuesday, July 28th- Central
- Thursday, July 30th- North Shore
- Thursday, August 6th – Hampden
- Tuesday, August 11th- Greater New Bedford

B8. Technical Assistance Component and Collaboration:

Program technical assistance is based on YouthWorks performance standards which have been established to support shared understandings of promising practices in subsidized youth training and employment programs. All programs receive a dedicated lead technical assistance staff support from CommCorp. Additionally, there are a range of group-based technical offerings that support practice and develop local leadership and innovation. Consistent participation in statewide, regional and local technical assistance is a requirement of the YouthWorks grant. The following list provides details about the technical assistance services.

- 1) Two statewide technical-assistance convenings**, one in early April of 2020 and one in October 2021 will provide opportunities for programs to share best practices, address challenges, and discuss continuous improvement to the statewide model.
- 2) A fiscal and grant management session** in mid-April of 2020 will provide programs with a half-day session to review standards for financial reporting and overall grant management.
- 3) Regional group-based technical assistance meetings** in April-May of 2020 and October-November of 2021 covering a range of topics, including support on **developing sector-based programming for youth** and **structuring effective cohort learning**.
- 4) Training capacity for implementing Signal Success** is available in April, early May and October through regional group trainings. For summer seasonal staff, CommCorp staff conducts local customized trainings in late May and June. A copy of the form for requesting local trainings is in the YouthWorks Administrative 2020-2021 Guide. Additional more targeted coaching and implementation support is available to all programs.
- 5) Individualized technical assistance via meetings and calls** will support grantees in effective program design, implementation and assessment.

B9. Program and Resource Connections

Connecting Activities: YouthWorks is committed to making intentional connections with the statewide Connecting Activities program (CA). Connecting Activities funds pay for staff to recruit employers; prepare and place students in work-based learning opportunities such as YouthWorks; and structure those experiences through the use of Massachusetts Work-Based Learning Plan. Information about Connecting Activities is available at <http://www.massconnecting.org/>. Suggestions for aligning YouthWorks and Connecting Activities include the following:

- Program managers work with CA staff in local high schools to provide outreach information about YouthWorks programming prior to the beginning of summer and year-round seasons.
- Find out what students in local YW/CA high schools are at risk of dropping out, becoming homeless, or in state custody. Ensure that that school student-support staff have YW enrollment materials.
- Where feasible, support the transition of YW participants into CA school programming after the summer season so that schools can be deliberate about capturing summer experiences in college and career planning.

Other Workforce and Relevant Youth Development Programs: In addition to making connections to the Connecting Activities program, grantees should consider recruiting youth for participation in YouthWorks who are connected through other youth-serving programs. The Commonwealth anticipates that applicant communities, in developing a local YouthWorks design, will give strong consideration to connections with the following programs listed in Table 7.

Table 7- List of additional Program Resources

Program	Description and Applicable Links
WIOA Title I Youth services.	The WIOA youth program provides a wide variety of services, including subsidized jobs, for eligible low-income teens and young adults. YouthWorks youth are not required to be enrolled in WIOA. However, YouthWorks grantees may find significant value in supplementing the state summer jobs program with additional ‘wrap-around’ services funded by WIOA.
WIOA Title I Adult services	WIOA adult programs at the One Stop Career Centers may provide excellent supplemental services to youth employed under a YouthWorks grant. Local grantees may encourage youth who are at least 18 years of age to be enrolled as a One Stop member and provided with one-stop services to complement a YouthWorks summer job. Link: http://www.mass.gov/massworkforce/programs/wia-title-i/
Safe and Successful Youth Initiative (SSYI)	SSYI is a program administered by the Executive Office and Health and Human Services and is operated in 14 cities. The program model offers intensive outreach, case management, trauma supports and behavioral health services, education, employability and employment services to 17-24 year old proven risk young adults. Local grantees may co-enroll youth who have been engaged in SSYI services, have a reduced risk level and are ready for a subsidized placement or career pathway program experience. Link: http://commcorp.org/programs/safe-and-successful-youth-initiative/
DYS L.E.A.D: Leadership, Employment and Advocacy Development	L.E.A.D. (formerly Bridging the Opportunity Gap) and vocational grant funds are used to provide direct services that meet the career readiness, pre-employment and employment needs of youth in the custody of DYS. A summer job in 2020 through YouthWorks is an ideal add-on service for many youth who are participating in the current LEAD program during the spring of 2020. Link: http://commcorp.org/programs/partnership-with-the-department-of-youth-services/ .
DTA/ TAFDC Teen Parenting Program (TPP).	A statewide network of TPPs are funded by DTA and are procured and administered by DCF. The goal of the TPP is to provide teen parents and their children a safe place to reside where they are able to gain the skills and knowledge necessary to become competent parents and lead productive, independent lives. YouthWorks partners should consider partnering with TPP’s to extend services and establish referral relationships. Additionally, TPP’s may be suitable places to complete the cohort-based work readiness workshops for these participants. Link: https://www.mass.gov/service-details/adolescent-support-programs .
MRC Pre-Employment Transition Services.	Pre-employment transition services (Pre-ETS) supports students with disabilities ages 14-22 by providing relevant job readiness services such as: job exploration counseling, work readiness training, work-based learning experiences, counseling in post-secondary education and self-advocacy. Connecting with MRC/Pre-ETS community providers can lead to solid referrals of eligible students who would benefit from the YouthWorks program and who are receiving additional supportive services that support successful outcomes in youth employment programming. Link: https://www.mass.gov/service-details/pre-employment-transition-services-pre-ets-0

C. SPECIFICATIONS

C1. Eligibility of Youth to Participate.

Participation in a YouthWorks employment program is limited to residents of the workforce regions who meet four eligibility requirements – age, income level, risk factor for the 20% component, and geographic residence.

C1.1. Age Requirements.

A youth is eligible to participate in the YouthWorks program if he/she is between the ages of 14 and 21 at least some time during the period of programming. Similarly, within the various program tiers, participants should be within the range of the service population at least some time during the program service period. The Commonwealth urges program managers to take special efforts to recruit and serve older youth who are disconnected from work and education. A youth is not required to be enrolled in a secondary school in order to be eligible for YouthWorks employment.

C1.2. Income Requirements.

In the summer of 2020, a participating youth must have a family income for the most recent six-month period that does not exceed the annual equivalent of 200% of the Federal poverty guidelines. **The 2020 federal poverty guidelines are not yet available, but upon publication, these guidelines will be distributed to all programs. For reference, the household income for federal poverty for the year 2019 and household income for 2019 YouthWorks program are outlined in Attachment 1.** Local program administrators may use methods of documenting family income outlined in the YouthWorks 2020-2021 Administrative Guide. For youth who are still enrolled in school, local administrators can accept evidence of eligibility for free lunch or reduced lunch under the federal program. [Note: The income level necessary to qualify for a reduced lunch is 185% of poverty level.]

C1.3. Target Populations and Risk Factors.

As part of an effort to strategically target high-needs youth, all programs are required to direct 20% of their allocated funding to vulnerable youth. Table 8 indicates the vulnerable youth target for each region.

YouthWorks defines vulnerable youth as young people with the following risk factors:

1. Court-involved youth - DYS-committed, on juvenile probation, gang-involved, CRS, juvenile arrest;
2. homelessness or being a runaway;
3. foster care or being close to aging out of foster care; having aged out of foster care;

or those participants who local programs identify as having significantly-elevated risk profiles for other reason. For vulnerable youth who do not meet one or more of the above criteria, local program staff should consult with CommCorp staff directly during the recruitment and enrollment process.

For youth served with the remaining 80% of local allocated funding, YouthWorks recommends but does not require youth to demonstrate at least one additional risk factor beyond family income level. For purposes of this program, such risk factors are defined as:

4. poor academic performance or a school dropout;
5. being the child of a single parent;
6. having a disability or special needs;

7. lack of fluency in English, or being a foreign immigrant; or
8. being a teen parent.

Failure to meet 20% vulnerable youth targets may be considered by the Commonwealth as a factor in establishing allocation levels for the next year's YouthWorks program.

Table 8- 2020 Summer 20% Vulnerable Youth Targets

Region (Eligible Cities)	Summer Enrollment Target	20% Vulnerable Youth Targets
Berkshire (Pittsfield)	61	12
Boston (Boston)	1,159	231
Bristol (Fall River, Taunton)	244	48
Cape & Islands (Barnstable)	41	8
Central Mass (Worcester)	316	63
Franklin Hampshire (Northampton)	30	6
Greater Brockton (Brockton)	160	32
Greater Lowell (Lowell)	197	39
Greater New Bedford (New Bedford)	212	42
Hampden County (Chicopee, Springfield, Holyoke, Westfield)	645	129
Merrimack Valley (Lawrence, Haverhill)	301	60
Metro North (Cambridge, Chelsea, Malden, Somerville, Revere, Everett)	374	74
Metro South/West (Framingham)	73	14
North Central (Leominster)	134	26
North Shore (Lynn, Salem, Peabody)	248	49
South Shore (Quincy, Plymouth, Weymouth)	149	29
Statewide Totals	4,344	862

C1.4. Place of Residence.

In general, a participating youth must reside in the city that is eligible to receive a YouthWorks grant. However, the Commonwealth encourages communities not to turn away otherwise eligible youth simply because of geographic residence. Grantees are permitted to spend up to 20% of grant funds for employment of eligible youth who do not reside in one of the targeted 31 cities.

C2. Allowable Expenditures.

Focus on Youth Wage-: For the Early and Career-Trajectory Employment Experiences tier of the program, at least 68% of the overall funding must be spent on youth wages and stipends. A maximum of 32% of the total funds may be spent on the following

- Salaries and related personnel costs of outreach, counseling, instructional and job site supervisory staff. **Note:** No funds provided under this program may be used to support the salaries of existing permanent staff at any agency or facility at which summer youth are employed other than for that portion of their time which these staff spend supervising youth who are assigned directly to them; all such time allocations must be fully documented and are subject to approval by Commonwealth Corporation.

The other tiers of the model are not subject to 68%/32% guideline, but CommCorp encourages programs to make every effort to maximize wages and stipends to participants.

Administrative Rates:

Programs with local summer allocations equal to or lower than \$150,000 may use 10% of their total allocation toward administrative costs. All summer allocations higher than \$150,000 must adhere to the 5% limit for administrative costs. All of the year-round grants will be under \$150,000, so programs may apply the 10% limit to those awards. Administrative costs include activities related to management, oversight, reporting and record keeping, and monitoring of this program.

Additional Guidelines

YouthWorks grantees' approved line item grant budget will reflect the guidelines listed below. All line items must be described in the budget narrative tab in the budget template. Failure to obtain prior approval from Commonwealth Corporation for expenses outside and/or in excess of these guidelines may result in non-payment from Commonwealth Corporation.

Allowable expenses include:

- Clothing/uniforms for vocational programming/employment
- Transportation for youth participants
- Bus/train passes
- Van/bus rental
- Vocational, or supplemental career readiness materials including certification materials and testing fees
- Food for youth participants
- Youth stipends/wages
- Gift cards or other financial incentives (such as bonuses) for youth are permissible to a maximum of \$50 per youth for the duration of the grant period
- Computer software
- Equipment rental
- Cell phone reimbursement for the program staff persons serving YouthWorks participants

- Youth and employer outreach materials
- Mileage for program staff (for the YouthWorks grant) in relation to services rendered under the YouthWorks grant. Reimbursement will be provided for mileage only (at the current reimbursement rate of the grantee’s fiscal agent)
- In some cases, GED or HiSET testing fees and driver’s licenses/state identification may be expended with prior approval from Commonwealth Corporation

Non-allowable expenses include:

- Staff bonuses, incentives and/or gifts
- Equipment (defined as any item of tangible personal property having a per-unit cost greater than \$5,000 and a useful economic life of more than three years). Property purchased with grant funds and used for grant purposes that does not meet the definition of ‘equipment’ would fall into the budget category of supplies and materials.
- General/administrative costs that exceed 5% of the total budget
- Mileage reimbursement not related to the YouthWorks grant
- Any expenses in excess of the contracted grant amount or outside the contracted grant period
- Any expenses outside of the approved budget

C3. Financial Match Requirements.

Grantees must provide at least 20% cash match for summer program expenditures. The *match must come from private sector commitments* – additional wages for youth – and not from other public funds that may be used to support summer youth employment. Table 9 lists the regional match targets for summer 2020.

Match can be documented as paid placements in any brokered youth employment programs including Connecting Activities. Additional details on the match requirements can be found in the YouthWorks 2020-21 Administrative Guide.

Failure to provide sufficient local, private sector match may result in disallowed costs for the 2020 program and may be considered by the Commonwealth as a factor in establishing allocation levels for the next year’s YouthWorks program.

Table 9- Regional Private Sector Match Targets for Summer 2020

Region (Eligible Cities)	2020 Summer Allocation	20% Private Sector Match
Berkshire (Pittsfield)	\$188,300	\$37,660
Boston (Boston)	\$3,202,827	\$640,565
Bristol (Fall River, Taunton)	\$704,276	\$140,855
Cape & Islands (Barnstable)	\$132,476	\$26,495
Central Mass (Worcester)	\$905,926	\$181,185
Franklin Hampshire (Northampton)	\$101,882	\$20,376
Greater Brockton (Brockton)	\$479,208	\$95,842
Greater Lowell (Lowell)	\$581,422	\$116,284
Greater New Bedford (New Bedford)	\$606,131	\$121,226
Hampden County (Chicopee, Springfield, Holyoke, Westfield)	\$1,826,035	\$365,207
Merrimack Valley (Lawrence, Haverhill)	\$869,025	\$173,805
Metro North (Cambridge, Chelsea, Malden, Somerville, Revere, Everett)	\$1,051,405	\$210,281
Metro South/West (Framingham)	\$228,616	\$45,723
North Central (Leominster)	\$401,148	\$80,230
North Shore (Lynn, Salem, Peabody)	\$748,345	\$149,669
South Shore (Quincy, Plymouth, Weymouth)	\$442,724	\$88,545
Statewide Totals	\$12,469,746	\$2,493,949

C4. Period of Performance.

Summer- The contracts for programs that include the summer of 2020 will be issued with a period of performance of April 1, 2020, through September 30, 2020. Expenditures charged to the grant must be for program activity and services rendered during this period. All such contracted funds must be expended by September 30, 2020. Funds unexpended after that date will revert to the Commonwealth.

Year-round- The contracts for programs can be issued with a period of performance of September 1, 2020 through May 31, 2021. Expenditures charged to the grant must be for program activity and services rendered during this period. All such contracted funds must be expended by May 31, 2021. Funds unexpended after that date will revert to the Commonwealth.

D. GRANT ADMINISTRATION AND REPORTING REQUIREMENTS

D1. Publicity.

The Commonwealth receives a great number of requests for publicity, particularly about youth programs. In order to respond to these requests and to ensure that we have the most current information, program managers are asked to submit copies of any publicity regarding youth programs – newspaper stories, newsletter articles, etc. – to Commonwealth Corporation.

D2. Identification of Key Local Program Contact.

A local application *must* identify a specific individual who will be responsible for managing grant activities and also provide a telephone number and e-mail address where that manager can be contacted. This individual or office will also serve as the point of reference for any referrals made through the tollfree employer hot line or through the Commonwealth's YouthWorks website.

D3. Youth Participant Program Management Tool.

Grantees are required to report individual YouthWorks participant record data, including social security numbers that will enable the state to develop program profiles, statistical reports on the characteristics of participating youth and employers, and calculate data on program wage levels as part of the process of reporting program outcomes to the Massachusetts Legislature. Grantees must use the free on-line YouthWorks Program Management tool. Additional training resources will be made available in the spring to support partners in successful database usage.

For summer: All final record data must be submitted prior to **October 12, 2019**. Final invoices will not be paid prior to completed database submission.

For year-round: All final record data must be submitted prior to **June 30, 2021**. Final invoices will not be paid prior to completed database submission.

D4. YouthWorks Confidentiality Statement and Release Form.

Program operators must have all YouthWorks participants complete the Confidentiality Statement and Release Form (**Attachment 2**) to ensure that participants have signed off on the release of participant record data including social security numbers.

D5. Fiscal Reports and Cash Requests. Grantees may request a cash reimbursement under an executed contract by submitting a Commonwealth Corporation Cash Request Form. A request form will be issued to the grantee's fiscal agent electronically. Cash requests will be accepted weekly, bi-weekly, or monthly. Operators are required to maintain and make available for review by Commonwealth Corporation staff upon request, documentation and accounting procedures for expenditures that reconcile to the information submitted in cash request forms and fiscal reports. All cash requests and fiscal reports must be signed by an authorized signatory. Cash requests may be submitted by fax, but grantee *must* follow by mailing a hard copy containing an original signature. Cash will be disbursed electronically to designated fiscal agents.

NOTE: The Cash Request Form asks each grantee to identify - for each Cash Request - the amount of funds requested in the invoice that supports program activity taking place in FY20 (in summer, through June 30, 2020) and the amount of funds requested in the invoice supporting program activity taking place during FY21 (July 1, 2020, or after). The reason for this procedure is related to ensuring accuracy in determining the economic value of the organization - both Commonwealth Corporation and local grantees - at the close

of FY20. Program staff for each grantee should work closely with their fiscal office to ensure accurate program reporting is reflected in each Cash Request submission. The Form can be obtained from Dawn Wakelin at DWakelin@commcorp.org.

D6. Final Budget Expenditure Report.

For summer: Grantees must file final Cash Request Forms **before October 31, 2020**. These forms serve as a final budget expenditure report.

For year-round: Grantees must file final Cash Request Forms **before July 1, 2021**. These forms serve as a final budget expenditure report.

D7. Narrative Final Report. (Final Report Form will be provided to all grantees.).

For summer: Grantees must submit a **Final Report due October 31, 2020**

For year-round: Grantees must submit a **Final Report due July 1, 2021**

D8. Expectations for Grant Administration for 2020-21. Commonwealth Corporation seeks the following from all grantees:

- regular submission of cash requests during the program;
- regular data entry of total enrollment numbers on a weekly basis during active performance periods
- timely contract closeout at the end of the summer – submission of final invoices and documentation of employer match as soon as practicable after the program has ended;
- accurate reporting of employer match – match must be from private sector employers only and must include a signed statement from a responsible person who is connected with the employer of the amount of youth wages or other contribution that is being used as match. A match form is available upon request;
- complete and accurate reporting of youth participation – All YouthWorks participants must report social security numbers for evaluation purposes. **Additionally, in order for a youth to be counted as a participant they must have received at least 20 program hours. This 20 hours can be any combination of work hours and *Signal Success* workshops;** and
- more complete reporting of local program leverage – the YouthWorks database asks grantees to report whether a YouthWorks participant is co-enrolled in certain other programs, including WIOA Title I youth, Connecting Activities, and others. This portion of the data record has not always been filled out. We ask grantees to take extra steps to ensure the full reporting of program leverage information. Please note that final invoices will not be paid prior to completed database submission.

We recognize that improving these administrative steps may require grantees to work more intensively with local program sub-grantees. We encourage greater communication and stronger oversight from the beginning of the application period so that grantees and their subcontractors are able to respond with administrative improvements.



YouthWorks 2020 -- Summer Jobs for Youth

Intent to Apply Form

Please complete and email to Jennifer Applebaum at japplebaum@commcop.org on or before **December 23rd of 2019**. **Please cc' your fiscal contact and authorized signatory.**

Reminder: Programs are eligible for summer funding, if they commit to running the Early & Career-Trajectory Employment Experiences program and at least one of the other two tiers. Programs that opt to apply for only two of the three tiers will receive a reduced allocation and those additional funds will be redistributed evenly across other regions.

City / Workforce Area: _____

Fiscal Administrator: _____

Contract Signatory: _____

Program Contact Person: _____

Title: _____

Address 1: _____

Address 2: _____

City, State, Zip: _____

Please place a check next to all of the funding opportunities that your region intends to apply for:

	Summer allocation-based funding		Year-Round allocation-based and competitive funding
<input type="checkbox"/>	Service and Project-Based Learning Tier	<input type="checkbox"/>	Year-Round Staffing Allocation for Program Improvement
<input type="checkbox"/>	Early and Career Trajectory Employment Experiences Tier	<input type="checkbox"/>	Option A (Year-Round Career Pathway Programming and Support)
<input type="checkbox"/>	Career Pathway Programming and Support Tier	<input type="checkbox"/>	Option B (Year-Round Early and Career Trajectory Employment Experiences Tier with additional career exploration)



YouthWorks 2020 -- Summer Jobs for Youth

Application Cover Sheet

City / Workforce Area: _____

Fiscal Administrator: _____

Program Contact Person: _____

Title: _____

Address 1: _____

Address 2: _____

City, State, Zip: _____

Telephone: _____

Fax: _____

E-mail: _____

Funds requested: _____

Target number of Participants to be served: _____

Please place a check next to all of the program tiers that you are applying to implement:

	Summer allocation-based funding
	Service and Project-Based Learning Tier
	Early and Career Trajectory Employment Experiences Tier
	Career Pathway Programming and Support Tier



Summer 2020 Program Narrative

Non-Tier-Specific Program Questions

1) Program Operations and Administration

- a) Describe your process for **program monitoring** including workshop and worksite reviews, and fiscal monitoring of operators and subcontractors.
- b) Describe basic **payroll procedures**.
- c) Describe procedures and protocols in place for **ensuring data security and confidentiality** (hard copy files and electronic storage).
- d) Describe your process for **collecting quantitative and qualitative information** from youth, program staff, program partners, parents and others.
- e) How will you generate the required **private sector match**?

2) Program Implementation Overview

- a) Indicate the total **number of youth** who will participate in YouthWorks. Provide details about how many youth will participate in each tier and the anticipated program dosage for each tier. Also include your estimation of the number and percentage of your anticipated participants who have already completed one or more seasons of YouthWorks (summer or year-round programs).
- b) What are the start and end dates of your 2020 summer program?
- c) Describe your **program partners and their roles in the program design** (include local WIB's fiscal agent, Career Center(s), municipal agencies, and youth-serving organizations if applicable).
- d) In what ways does your program consider the need to build off of proven best practices for working with youth, such as a Positive Youth Development (PYD), Culturally Responsive Practice (CRP), and Trauma-informed approach?

3) Youth Recruiting

- a) Describe your strategy for **youth outreach** (media/materials/events designed to recruit youth in schools, youth-serving organizations, public agencies including DYS, DCF, DTA, MRC, etc.). Include how both in-school and out-of-school youth will be recruited. If you will use any distinct recruiting practices for the different programmatic tiers, please detail them as well.
- b) Describe the **application process** for your YouthWorks program (include locations and timeline for applications and any online resources related to applications).
- c) Who will conduct **eligibility determination**? How will the flow of information be managed and documented such that youth eligibility will be determined in advance of the projected start date for employment?

- d) Provide a **program staffing plan including youth supervision or case management** (list roles and responsibilities for each staff member working in YouthWorks program). Detail how the case management will be similar and distinct from the case management approach used in summer YouthWorks programming.
- e) What additional practices will **support vulnerable youth** as they move through the program? Be sure to speak specifically to case management and coordination of services with related providers.

4) Staffing Plan

- a) Provide a **program staffing plan including youth supervision and case management** (list roles and responsibilities for each staff member working in YouthWorks program). What is adult to youth ratio for case managers?
- b) Describe **staff orientation/training activities**.
- c) Complete the staffing chart below. Add rows as needed.

City/Vendor	Staff Person	Role	Please place a check in this column to indicate involvement with various program components			
			Signal Success Training	Service and Project-Based Learning	Early and Career Trajectory Employment	Career Pathway Programming and Services

-

Tier Specific Program Questions

5) The Service and Project-Based Learning Tier

- a) What is your overall program design for this tier? Please include how many of your participants will be served with individual supportive placements and how many will be served through a cohort model?
- b) (If applicable) Provide details about the individual placements. Please discuss how these placements will be different from subsidized placements for older youth. How were employers identified for this tier of services? How will participants be matched with sites? What is the range industries and careers that participants will learn about?
- c) (If applicable) Provide details about cohort model. Please discuss how the program will be structured and include information about the project or projects that youth will complete. What skills will the participants learn? How will the program be structured to include assessment and growth? How will the project connect with specific careers? How will the program support the active engagement of the whole cohort at one time?

- d) How does your programming provide mentorship opportunities from older near peers and/ or working professionals?
- e) In what ways will this program foster stronger career awareness and career exploration?
- f) Please indicate which two additional data points/ tools (from Table 6), your program will use to document outcomes in this tier.
- g) Complete the table below in order to provide a project summary timeline. Please be sure to include the training dates for Signal Success: Starting off Strong.

Activity	Lead	Start Date	End Date	Desired Outcome/Product	How will Success be Measured?

6) The Early and Career Trajectory Employment Experiences Tier

- a) Describe your **strategy for employer outreach** (including staffing structure for job development activities, what media/materials/events will be employed). Describe your process for **identifying and orienting/training worksite supervisors** once employer sites are selected. Please include **training to be provided to employers** in use of MWBLP or locally-developed work readiness indicator.
- b) Describe your rate of private sector employer participation from past years and what percentage of placements you anticipate coming from the private sector in summer of 2020. If you currently have limited or no private sector YouthWorks placements, please explain if and how you offer other programming or support that does connect youth to private sector opportunities.
- c) Do you provide returning participants with progressively challenging placements? If so, please describe your approach.
- d) How does your programming provide mentorship opportunities from working professionals?
- e) Please indicate which two additional data points/ tools (from Table 6), your program will use to document outcomes in this tier.
- f) Complete the table below in order to provide a project summary timeline. Please be sure to include the training dates for Signal Success: Building a Professional Self .

Activity	Lead	Start Date	End Date	Desired Outcome/Product	How will Success be Measured?

7) The Career Pathway Programming and Support Tier

- a) Provide a brief description of the proposed program. Describe your **program goals** (Describe the choices you have made including what youth you are prioritizing, range of jobs/training you are developing, and types of performance goals you are setting).
- b) Describe your **program partners and their proposed roles in the program design**.
- c) What is the **program model** of your career pathway project and how was it developed?
- d) What sources of **labor market information** or economic development did you use to make decisions?
- e) Provide a description of the **approach and format of the** career pathway component. What are the major learning goals of the program and how will they be assessed? Please include list of performance goals. What credentials, if any, will be offered for youth participants? What kinds career exploration activities will be included (job shadow; field trip; interview practice with industry employers; etc.) and in what dosage? What will be provided to participants as part of transition activities and supports at the conclusion of the program? If the model includes occupational training, describe the following: Who will deliver the training and where will it take place? Describe the credentials and experience of the occupational trainer. What equipment and other training material will you provide or create?
- f) Detail how the case management will be similar and distinct from the case management approach used in other tiers of the program.
- g) For the employment component (if any), describe your **strategy for employer outreach** (including staffing structure for job development activities, what media/materials/events will be employed)
- h) Describe your strategy for **youth outreach/selection**. Include how both in-school and out-of-school youth will be recruited where relevant.
- i) Please indicate which two additional data points/ tools (from Table 6), your program will use to document outcomes in this tier.
- j) Complete the table below in order to provide a project summary timeline. Please be sure to include the training dates for Signal Success: Crafting a Career Path.

Activity	Lead	Start Date	End Date	Desired Outcome/Product	How will Success be Measured?



YouthWorks 2020-2021—Year-Round Program

Application Cover Sheet

City / Workforce Area: _____

Fiscal Administrator: _____

Program Contact Person: _____

Title: _____

Address 1: _____

Address 2: _____

City, State, Zip: _____

Telephone: _____

Fax: _____

E-mail: _____

Please place a check next to programs that you are applying for and complete the table:

	Year-Round allocation-based and competitive funding	Funding Request	Target # of Participants
	Year-Round Staffing Allocation for Program Improvement		NA
	Option A (Year-Round Career Pathway Programming and Support)		
	Option B (Year-Round Early and Career Trajectory Employment Experiences Tier with additional career exploration)		

REMINDER: Programs that intend to apply for more than one grant opportunity, must complete and submit each proposal as a separate application with a separate narrative and budget.



Program Narrative for 2019/20 Year Round- Option A- Career Pathway Programming

1. Program Overview – 10 Points

- a. Provide a brief description of the proposed program.
- b. Describe your **program goals** (Describe the choices you have made including what youth you are prioritizing, range of jobs/training you are developing, and types of performance goals you are setting).
- c. Describe your **program partners and their proposed roles in the program design.**

2. Statement of Need – 10 Points

- a. What is the **program model** of your career pathway project and how was it developed?
- b. What sources of **labor market information** or economic development did you use to make decisions?
- c. Who has agreed to be part of your **project advisory group** to further develop the program design, vet applicable training models, and support successful implementation? Please name at least one industry partner who will provide input into the program design.

3. Program Design (Implementation) – 30 Points

- a. Provide a description of the **approach and format of the** career pathway component. What are the major learning goals of the program and how will they be assessed? Please include list of performance goals. What credentials, if any, will be offered for youth participants? What kinds career exploration activities will be included (job shadow; field trip; interview practice with industry employers; etc.) and in what dosage? What will be provided to participants as part of transition activities and supports at the conclusion of the program? If the model includes occupational training, describe the following: Who will deliver the training and where will it take place? Describe the credentials and experience of the occupational trainer. What equipment and other training material will you provide or create?
- b. Provide a brief description of the **format for delivery of the 25-hour Signal Success work-readiness component.** What is the format for the work readiness component (e.g., weekly workshop, weeklong training session, etc.)? Who will deliver the training? Where will the training take place?
- c. Provide a **program staffing plan including youth supervision or case management** (list roles and responsibilities for each staff member working in YouthWorks program). Detail how the case management will be similar and distinct from the case management approach used in previous summer and/ or year-round YouthWorks sessions.

- d. For the employment component (if any), describe your **strategy for employer outreach** (including staffing structure for job development activities, what media/materials/events will be employed).
- e. Please indicate which two additional data points/ tools (from Table 6), your program will use to document outcomes in this programming.

k) Target Population – 10 Points

- a. Describe your strategy for **youth outreach/selection**. Include how both in-school and out-of-school youth will be recruited where relevant.
- b. Who will conduct **eligibility determination**? How will the flow of information be managed and documented such that youth eligibility will be determined in advance of the projected start date for employment?

l) Budget and Budget Narrative – 15 Points

- a. Complete the project budget template and budget narrative.

m) Program Summary and Timeline – 10 Points

- a. Anticipated start date(s) and end dates:
(include multiple dates if you have more than one cohort group)
- b. Anticipated youth occupational training dates:
- c. Anticipated youth employability training dates (25 hours of Signal Success: Crafting a Career Path):
- d. Timeline: please fill out the chart below describing all major project-related activities

Activity	Lead	Start Date	End Date	Desired Outcome/Product	How will Success be Measured?

n) Planning Process and Projected Outcomes- 15 points

- a. Describe the major goals of your planning process. Explain how these goals will support successful current and/or future implementation.
- b. Please fill out the chart below to describe your projected planning process.

Activity	Lead	Timeframe	Products Produced/ Milestones achieved

REMINDER: Programs that intend to apply for more than one grant opportunity, must complete and submit each proposal as a separate application with a separate narrative and budget.



Program Narrative for 2019/20 Year Round- Option B- Enhanced YouthWorks Placements

1. Recruitment, Target Population and Placement – 10 Points

- a. Describe your strategy for **youth outreach/selection**. Include how both in-school and out-of-school youth will be recruited where relevant.
- b. Who will conduct **eligibility determination**? How will the flow of information be managed and documented such that youth eligibility will be determined in advance of the projected start date for employment?
- c. Describe the process for matching youth with specific placements.

2. Case Management – 15 Points

- a. Provide a **program staffing plan including youth supervision or case management** (list roles and responsibilities for each staff member working in YouthWorks program). Detail how the case management will be similar and distinct from the case management approach used in previous summer and/ or year-round YouthWorks session.
- b. Explain how you plan to **support participants with greater challenges and barriers**. Be specific about the kinds of participants you anticipate serving and how your staff will approach support directly and in partnership with other organizations and/or agencies.

3. Enhanced Career Exploration and Signal Success Implementation – 20 Points

- a. Provide a brief description of the **format for delivery of the 25-hour Signal Success: Building a Professional Self work-readiness component**. What is the format for the work readiness component (e.g., weekly workshop, weeklong training session, etc.)? Who will deliver the training? Where will the training take place? Which versions of the curriculum do you anticipate using?
- b. Provide a thorough description of the additional career exploration/ exposure activities (job shadows, career panels, informational interviews, career mentoring, industry events, short-term, high-demand credentials, etc.) Explain which industries and careers will be the focus and describe how these align with local and regional labor market needs.

4. Employer Outreach – 20 points

- a. Describe your **strategy for employer outreach** (including staffing structure for job development activities, what media/materials/events will be employed).
- b. Describe your process for **identifying and orienting/training worksite supervisors** once employer sites are selected.
- c. Describe **training to be provided to employers** in use of MWBLP or locally-developed work readiness indicator.
- d. Indicate the **anticipated breakdown of placements by sector** (private, public, nonprofit) and identify the three industries that will account for the largest number of placements in the year-round programming.

5. Program Operations and Administration- 10 points

- a. Describe your process for **program monitoring** including workshop and worksite reviews, and fiscal monitoring of operators and subcontractors.
- b. Describe basic **payroll procedures**.
- c. Describe procedures and protocols in place for **ensuring data security and confidentiality** (hard copy files and electronic storage).
- d. Describe your process planned for **collecting quantitative and qualitative information** from youth, program staff, program partners, parents and others.
- e. Please indicate which two additional data points/ tools (from Table 6), your program will use to document outcomes in this programming.

6. Budget and Budget Narrative – 15 Points

- a. Complete the project budget template and budget narrative.

7. Program Summary and Timeline – 10 Points

- a. Anticipated start date(s) and end dates:
(include multiple dates if you have more than one cohort group)
- b. Anticipated youth occupational training dates:
- c. Anticipated youth employability training dates (25 hours of Signal Success):
- d. Timeline: please fill out the chart below describing all major project-related activities

Activity	Lead	Start Date	End Date	Desired Outcome/Product	How will Success be Measured?

2019 Poverty Guidelines for the 48 Contiguous United States

Family Size	Annual Income		Monthly Income	
	Poverty Level	200% Poverty Level	Poverty Level	200% Poverty Level
1	\$12,490	\$24,980	\$1,041	\$2,082
2	\$16,910	\$33,820	\$1,409	\$2,818
3	\$21,330	\$42,660	\$1,778	\$3,555
4	\$25,750	\$51,500	\$2,146	\$4,292
5	\$30,170	\$60,340	\$2,514	\$5,028
6	\$34,590	\$69,180	\$2,883	\$5,765
7	\$39,010	\$78,020	\$3,251	\$6,502
8	\$43,430	\$86,860	\$3,619	\$7,238
Each additional family member:	\$4,420	\$8,840	\$368	\$737

Note: Poverty guidelines are updated periodically in the *Federal Register* by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. § 9902(2). The guidelines for 2019 went into effect as of January 11, 2019. The Federal Register notice was published February 1, 2019 and can be viewed at :

<https://www.federalregister.gov/documents/2019/02/01/2019-00621/annual-update-of-the-hhs-poverty-guidelines>

<https://aspe.hhs.gov/poverty-guidelines>

Attachment 2

YouthWorks Confidentiality Statement and Release Form

The program you are about to enter is paid for by the state of Massachusetts; Commonwealth Corporation runs the program for the state and needs to be able to report how well the program is working and whether or not it is meeting its goals.

Being able to show that teens and young adults who take part in work-readiness training and temporary job placements are succeeding in the workplace and in related educational programs is important. It helps continue the program funding. We will keep this information confidential. Thank you for your assistance.

To be completed by the participant:

I, _____, agree to allow
(enter local program name) _____ to give
information about my job placement, my pay, as well as other information from interviews, reports from career counselors, employers or other sources. I understand that information I give to project staff about myself will be kept confidential while also being used to generate reports on how the program is running. I understand that giving my Social Security number is part of the program application. I further understand that this information will be used to get state employment information necessary to evaluate the program; my identity (my name, address, etc.) will not be connected to the information obtained by the state.

_____ Date: _____

Sign your name