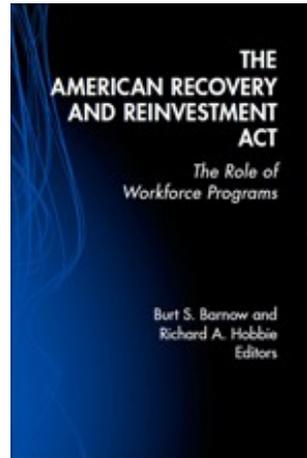


Upjohn Institute Press

Appendix A: Interesting or Innovative Changes /Initiatives Fostered by ARRA Funding

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Appendix A (pp. 345-390) in:

The American Recovery and Reinvestment Act: The Role of Workforce Programs

Burt S. Barnow and Richard A. Hobbie, eds.

Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, 2013

Appendix A

**Interesting or Innovative
Changes/Initiatives Fostered
by ARRA Funding**

Table A.1 Interesting or Innovative Changes/Initiatives Fostered by ARRA Funding (identified during visits to state or local areas)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
AZ	Statewide	Enhanced effectiveness with increased demand and broader non-traditional client base	The Arizona Workforce Connection has adapted and become more responsive to a broader client base, including incumbent workers; long-term and skilled/semiprofessional workers displaced by the recession (with little or no prior contact or knowledge of the public workforce system); and the rising tide of unemployed seeking employment assistance. For example, the Phoenix WIB with ARRA funding added a “Computer Literacy Assessment” to Dislocated Worker services and “Linked-In Training” to its job search/job readiness services. ES/RES has reworked résumé writing and job search workshops to meet the needs of long-term employed who have had little (and anticipated less) contact with the career centers.
AZ	Local	Training innovations	<p>WIBs and partners have introduced efforts to foreshorten the duration and reduce the unit cost of training, as part of the effort to serve more clients, maximize results, and conserve resources as funding returned to regular formula levels.</p> <ul style="list-style-type: none"> Phoenix and Pima County have funded third-party contractors assigned to the postsecondary training providers to provide short-term specialized training. Phoenix (under SEPSA) linked the local Association of Energy Engineers director with Arizona State University to fast-track its “Certified Energy Manager” and “Sustainable Building Advisory” training. Pima County secured a subcontractor to add a one-week “Hybrid Training” component within the two-year auto tech curriculum at Pima Community College.

- Phoenix fast tracked LPN training to prepare professionals for long-term, home health, and hospice care, and expanded Six-Sigma Green Belt and Black Belt training (Six-Sigma is a methodology that provides individuals/businesses with the tools to improve business processes) as well as other project management and skills certifications to help career-displaced job seekers.
- Pima County, which places emphasis on education as essential to workplace success, helped to push Pima Community College towards contextualized learning curricula in its adult and developmental education offerings, a significant contribution towards preparing customers for more advanced education and training.

AZ Statewide and local

Scalable staffing strategies

The state orchestrated the transition of temporary and seasonal workers initially funded by the Recovery Act to maximize retention and continuity of a skilled employment services workforce.

Local hiring and contracting strategies were similarly designed to minimize the impact on staff reductions after the expiration of funding through innovative contracting practices with community-based providers.

- The City of Phoenix contracted WIA Adult and Dislocated Worker programs to Goodwill Phoenix and Friendly House, both long-established community-based, human services and advocacy organizations.
- Pima County contracted *individual staff positions* for WIA programs with an array of local entities (Tucson Urban League, Goodwill Industries of Tucson, Catholic Community Services, SER Jobs for Progress) already providing WIA services, connecting these entities in the workforce development system.

(continued)

Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
AZ	Statewide and local	Scalable staffing strategies	New hires were largely absorbed by the nonprofits, the county, or partnering entities in the local continuum. One Pima County official noted that they avoided significant RIFs by “spreading the jobs around,” which also deepened the reach of the workforce system into the community and helped to link with other available resources and programs.
CO	Statewide	<ul style="list-style-type: none"> • Assessment 	<p>CareerReady Colorado Certificate (CRCC). Prior to receipt of Recovery Act funding, the state had launched a statewide initiative to emphasize use of what is referred to as the CareerReady Colorado Certificate (CRCC), which is based on the National Career Readiness Certificate (NCRC). Recovery Act funding (state discretion funds) has supported the expanded use of CRCC—over 10,000 workers have received certificates (as of May 2011). Currently, this certificate is WorkKeys-based, but it could also involve other assessment products in the future. The state is also conducting an outreach campaign to make employers more knowledgeable about CRCC and to encourage employers to use the certificate as part of the hiring process. Workforce regions may use ACT’s NCRC tests (i.e., three tests), but they have the option to identify another contractor with a similar type of testing regime. There is, however, some concern and uncertainty over whether there will be sufficient funding to support CRCC in PY12 (due to the end of ARRA funding and likely cuts in 2011–2012 and 2012–2013 WIA funding).</p>
CO	Statewide	<ul style="list-style-type: none"> • Special populations (TANF recipients) • OJTs and work experience 	<p>HIRE Colorado. In August 2009, the Colorado Department of Human Services (DHS) created a subsidized employment program with \$11,200,000 in ARRA supplemental TANF Reserve Funds that would provide a safety net for individuals who had exhausted their UI benefits. The intent of the program was to help stabilize the state’s TANF program by providing an alternate source of income support for eligible families. DHS entered into an interagency agreement with the</p>

Colorado Department of Labor and Employment (CDLE) to implement HIRE Colorado, providing subsidized training and employment opportunities for UI claimants, exhaustees, and other individuals eligible for TANF Reserve initiatives. HIRE Colorado expanded upon best practices currently in use by the state’s workforce centers, involving paid work experiences, supportive services, and on-the-job training. The program offered work experiences and OJTs lasting up to 6 months and providing up to 100% wage subsidies. Many participants were coenrolled in WIA and other programs to leverage funds for assessments and supportive services. Workforce Center Business Services staff recruited employers seeking to expand, but not yet ready to incur the costs of full-time workers. This yearlong program served 1,724 participants and 1,122 employers, with almost half of the participants hired permanently by the participating employers, at an average wage of \$13.27/ hour. Feedback from employers regarding the program was highly favorable. This program has ended, as additional TANF funding was not available to continue the program (once Recovery Act funding was exhausted).

- CO Local (Denver) • Sectoral initiative — construction
- Linkage to apprenticeship
- Green jobs

Green Careers for Coloradans. This \$3.6M, two-year grant which was initiated in January 2010 is a DOL/ETA Competitive ARRA Grant. The award is to Labor’s Community Agency. The state workforce agency receives only a very small part of this grant (\$25K). Key partners in this effort are the International Brotherhood of Electrical Workers, iCast, the Denver Joint Electrical Apprenticeship, the Community College of Denver, and several other organizations. This project has two goals: 1) to provide opportunities for incumbent, newly trained, and unemployed construction workers to gain industry-endorsed green certifications and 2) to increase access to registered apprenticeship programs to address worker shortages facing the targeted industries because of an aging skilled workforce. The initiative, with an enrollment goal of 1,913 participants, provides short-term training in energy efficiency and renewable energy fields, such as weatherization and retrofitting.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
CO	Local (Denver)	<ul style="list-style-type: none"> • Special populations—ex-offenders; high school dropouts, and minorities • Linkage to apprenticeship • Green jobs 	<p>Pathways Out of Poverty—Denver Green Jobs Initiative. This \$3.6 M, two-year grant, funded by USDOL using ARRA funding, was awarded to the Mi Casa Resource Center (located in Denver). Partners in this effort include Charity House, iCAST, Denver Institute of Urban Studies, American Pathways University, and the Denver Office of Economic Development. The focus of this effort is on Denver’s Five Points Neighborhood, with a specific focus on unemployed individuals, high school dropouts, individuals with a criminal record, and minorities. The goal is to serve 500 participants, with 400 receiving supportive services and completing education/training activities and 150 receiving a degree or certificate. There are twin efforts: 1) the initiative will offer a range of training courses from basic life skills to highly technical apprenticeship programs, and 2) the coalition of project partners will provide case managers who will create a unique training program and supportive services package for each client. Among the types of short-term training to be offered are weatherization and retrofitting.</p>
CO	Local (Boulder and Arapahoe)	<ul style="list-style-type: none"> • Special populations—dislocated workers and other unemployed individuals • Green jobs 	<p>Energy Sector Green Jobs Training Grant. This three-year ARRA-funded grant from USDOL to CDLE provides scholarships for training for green jobs. This project has a long list of partners (including the Boulder and Arapahoe Douglas Workforce Investment Board, the Rural Workforce Consortium, the Governor’s Energy Office, and others). The Boulder and Arapahoe WIB received a portion of the state’s \$6 million SESP grant to fund this initiative. Key project components include: an Entrepreneurial Pilot Project; Statewide Apprenticeship Partnership; Energy Scholarships; Youth Conservation Corps; Public Awareness and Youth Outreach; Asset Map of Training; Energy Sector Research; a career information Web site (greenCareersCO.com); and Smart Grid Training. The target populations for training are unemployed individuals (including dislocated workers affected</p>

by national energy policies); incumbent workers who need skill updates related to energy efficiency in order to keep their jobs; and entry level and incumbent workers who need additional skills for career advancement.

CO	Local (Denver)	<ul style="list-style-type: none"> • Special populations—youth • Sectoral—construction trades • Green jobs • Linkages to apprenticeship 	<p>Green Capacity Building. This \$100,000, ARRA-funded grant from USDOL to the Mile High Youth Corporation is aimed at 1) developing capacity-building strategies that focus on energy efficiency and renewable energy and 2) developing an energy-efficient assessment industry that will target high-growth occupations such as energy efficiency specialists and weatherization technicians. Under this initiative, multiple credential options are available to YouthBuild participants, such as Building Analyst Professional Certification, Introduction to Energy Efficiency and Green Building Techniques (a college credit course), and Pre-Apprenticeship Certification Training. This initiative is limited to Mile High Youth Build participants.</p>
CO	Local (Douglas/ Arapahoe counties)	<ul style="list-style-type: none"> • RES • Special populations—dislocated workers; UI claimants 	<p>Employment by Design. This three-day “boot camp,” instituted with ARRA funding, offers a series of intensive workshops aimed at helping dislocated workers and long-term unemployed to return to work. The workshops examine the psychology of job hunt and provide instruction on intensive job search approaches. The state’s profiling model is used to identify and invite about 20–25 invitees to each boot camp session. Boot camps are held at the Community College of Aurora. As of June 2011, a total of 634 claimants had attended the workshop sessions, with 212 being placed in jobs following the boot camp. The boot camps are expected to continue after the exhaustion of ARRA funding, though the number of boot camps held may have to be cut back.</p>

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
CO	Statewide	<ul style="list-style-type: none"> • Green jobs • Linkage to apprenticeship 	<p>State Energy Sector Partnership (SESP). SESP is a three-year partnership between Colorado businesses, training providers and government to give businesses the workforce they need to thrive and grow and help Colorado workers develop a future with a career in the energy-efficient or renewal energy fields. Training opportunities focus on industry-recognized certifications and degrees. This grant has several components, including:</p> <ul style="list-style-type: none"> • Statewide Apprenticeship Partnership. The SESP grant has a goal of supporting over 300 registered apprenticeships in programs that include a green curriculum focused on the skills apprentices need to meet the demand of Colorado businesses. Not all energy-efficiency or renewable energy jobs require the skills learned in an apprenticeship. That is why over 500 scholarships will be awarded to Coloradans who want to earn certificates or add to their education to meet the demands of employers in renewable energy and energy-efficiency. • Energy Scholarships. With not all energy-efficiency or renewable energy jobs requiring the skills learned in an apprenticeship, SESP has a goal of awarding over 500 scholarships to Coloradans who want to earn certificates or add to their education to meet the demands of renewable and energy-efficient employers. • Public Awareness and Youth Outreach. Student ambassadors will be trained through a public awareness campaign to help students and adults increase their awareness of the benefits of energy-efficiency and renewable energy. • The Energy Sector Entrepreneurial Pilot Project. Partnering with venture capital sources, business incubators, and Colorado Small Business Development Councils, the SESP is to provide training to support 30 entrepreneurs in starting energy-efficient or renewable energy–related businesses.

			<ul style="list-style-type: none"> • Energy 101. In order to take advantage of the career opportunities with renewable energy and energy-efficiency businesses, Coloradoans must know about the associated jobs and the training needed for them. GreenCareersCO.com was developed as an on-line resource for job seekers to learn about green industries in Colorado. Outreach workshops will also be delivered using this tool. • Smart Grid Training. With several Colorado communities implementing smart grid technologies, SESP is partnering with these communities to provide the needed training to engineers and other occupations to support this implementation.
FL	Statewide	Subsidized employment for TANF recipients	<p>The state used \$200M of \$285M of TANF emergency funds to launch a pilot in September 2009 and then extend statewide one-time purchases of subsidized employment slots through the Florida Back-to-Work program. The subsidy continued for up to 12 months, with a commitment to hire at the end of the subsidy. The program was negotiated locally and had identified over 900 employers and projects, of which the program had placed over 800 at the time of the first site visit.</p> <p>ARRA allowed the state to create a huge statewide focus on subsidized employment, resulting in a very large number of employers ready to engage TANF and other low-income individuals. There is no funding in regular TANF to subsidize employers and manage such a program.</p>
FL	Statewide	Summer Youth Program	<p>The state spent \$42M for its Summer Youth Program, which it had not had since the JTPA, and which employed 14,000 in 2010 and 1,882 in 2011.</p>

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
FL	Statewide	Help Wanted OnLine and TORQ	<p>The state used ARRA dollars to purchase Help Wanted OnLine, a tool that assesses real-time job openings. The system was developed by the Conference Board in New York and feeds into the TORQ, below, for career planning. Every registrant has his/her own account, and the tool scans all local ads to identify opportunities. It looks at a claimant’s skills, career paths, and transferable occupations within the LMI and helps identify real job openings. It is mainly for UI claimants but available to others as well. Officials are now conducting training to demonstrate how to use the system. Since UI claims are always processed on the Web or by phone—few use phone or mail; most use the web—these improvements are particularly important. The only claims processed in the One-Stops are of those claimants who come to the resource room themselves.</p> <p>The state also used ARRA funds to purchase a new tool, TORQ (Transferable Occupation Relationship Quotient) to enhance real-time labor market information for frontline staff and job seekers. Help Wanted OnLine feeds into TORQ. This is an advance over using UI covered employment data, which has a time delay.</p> <p>Help Wanted OnLine also produces Leading Economic Indicators. It is licensed statewide and provides information on real-time occupations in demand so that training can be linked to specific jobs in demand. TORQ provides analysis of transferable skills, industries in decline, those with very good work histories, and those where jobs are chancy. After ARRA, LWIBs will have to use their own formula funding to renew licenses. They are capturing data on effectiveness.</p>

FL	Statewide	TAA	<p>As in some other states, officials cited the ARRA 2009 amendments as facilitators of both enrolling more individuals in prerequisite training, such as for a nursing degree, individuals with associate’s degrees being able to complete a bachelor’s degree, which made them more marketable, and prerequisite and remedial training generally improved under the 2009 rules, with a 15–20 percent increase in remedial training.</p> <p>Prerequisite training was an entirely new focus. Remedial training was broader—beyond just a GED, one could get a college placement test or other prep courses that were now considered remedial, which opened the door for many. LWIBs created more contracts with community colleges because of the prerequisite training based on acceptance into a skills training program, but this has now returned to restrictive remedial-only training (e.g., ESL, math, or reading, based on TABE test scores) as a pre-requisite to other training.</p>
FL	Statewide	Other LMI improvements	<p>LMI expansions are a major accomplishment under ARRA. Their LMI system is reportedly well respected nationally and by local WIBs. ARRA funds have been used especially to improve the TAA system, veterans programs, and the Employ Florida Marketplace (EFM, their LMI system), which is a combination MIS case management and job matching system and can be used by staff, employers, and customers. They have used ARRA funds to increase bandwidth and storage capacity with new software. The state has a contract with Geo Solutions, which developed the EFM system for basic labor exchange for WIA, W-P, and TAA, and will eventually include the new profiling system. The EFM has a link to permit claimants to use the on-line information more effectively—for example to upload their résumé and make a two-way match to jobs in the job bank. ARRA funds permitted a one-time cost for upgrading.</p>

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State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
FL	Statewide	Expansion of Elevate America initiative	The state is participating in a nationwide initiative, Elevate America, sponsored by Microsoft. In Florida the initiative provided training to 1.5 million individuals through the use of 35,000 free vouchers for either a Microsoft suite of tools or a certificate using Microsoft certification testing. Nationwide, the majority using the vouchers are 41–55-year-olds who use the tools but do not apply for certification. They expect the response will be different in Florida because of the state focus on career education and industry certification. Therefore, the Work Readiness Council elected to use \$3M of ARRA funds to expand the Elevate America program through competitive awards to local WIBs to either build on or credit local digital access systems, such as partners' donated computers. The initiative also encourages local WIBs to partner with community colleges to develop more wraparound programs.
FL	Statewide	Employ Florida Health Care Initiative	Employ Florida Health Care Initiative was begun in January 2009 with \$6M of WIA funds and \$3M from ARRA, and involved working with employers to put together proprietary and publicly available assessment tools that might create better matches between customers and training and better training models to reflect current job descriptions. The models also included the development of common forms and more streamlined OJT contracts. The initiative is now operating in 14 WIBs, and four are using the new contract and applications.
FL	Local, Jacksonville	Small van mobile One-Stops	A signature accomplishment of Jacksonville's use of ARRA funds, unique to this region, was the purchase and outfitting of five small vans (the size of a small panel truck), which the office uses as mobile One-Stops to travel to sites (e.g., local military bases, homeless shelters, libraries, community centers, churches) where potential customers had less access to regular One-Stop services. The vans cost

about \$25K each to purchase and about \$25K to outfit, compared to the \$350K large tracker-trailer-size mobile units that One-Stops in other regions have used. The small vans are operated at a fraction of the cost in part because of the dramatic differences in insurance costs and their 20 miles/gallon of fuel consumption compared to 5 miles/gallon for the larger vans. The small vans are outfitted with 25 laptops, which the drivers take into libraries, community centers, synagogues, and churches, set up in 20 minutes, and stay for 2 hours. They then move on to other communities, particularly those harboring harder-to-reach customers, such as the homeless, and military personnel or veterans confined to institutions, or they aggregate the vans at job fairs, creating 125 computer stations at one spot.

From July 1, 2010, to June 30, 2011, they served 177,000 customers. The prior year, from July 12, 2009, to June 30, 2010, they served 145,000 customers.

IL Local

Volunteer network leverages expertise, leads to jobs^a

As the economic crisis peaked and unemployment numbers soared, a number of highly skilled individuals with extensive backgrounds in human resources, marketing, and communications (among other fields) in northern Cook County, Illinois, were unemployed and hard-pressed to find a job. Throughout the downturn, “*Stay connected to the labor force, stay engaged, and keep your skills tuned,*” was the message and mantra of the Northern Cook County WorkNet Center (the One-Stop in northern Cook County).

Walking the walk, the WorkNet Center recruited from among its clients a Volunteer Network whose members used their skills to serve other job seekers by offering support in résumé writing and interviewing techniques and running monthly Employment Empowerment Workshops. Formed in 2009, the Volunteer Network brought over 160 unemployed volunteers into its ranks, who in turn delivered workshops and support to over 4,500 of their unemployed peers. And, in part because they were able to stay active and connected, 70 percent of the volunteers themselves were re-employed within six months.

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State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
IL	Local	Cohort project marries class-sized training with peer group for support ^a	Largely because the bulk of its clients were dislocated workers, the Workforce Board of Northern Cook County didn't have a huge demand for bridge training, and OJTs were difficult to organize and carry out when employers weren't hiring. Instead, the board launched a highly successful <i>cohort project</i> to meet demand for IT managers. Fifty-two clients participated as a cohort in a project that was tied directly to the demand for skilled workers from a set of employers, with training designed to meet this demand and supply an industry-recognized credential. Cohort members had a heightened sense of accountability to the effort because of the job at the end, and because of their classmates. "They were accountable to each other," said one official.
LA	Statewide	Labor market information	ARRA funds were used to build a simulation model to match employer demand with worker skills and identify gaps in order to inform training strategies. This tool will be useful to consumers and policy partners (e.g., Economic Development, LWS, State Workforce Investment Council, Department of Education, and Board of Regents) and will be available on-site. ARRA funds supported the effort to build and launch the simulation and bring partners together. ARRA funds were also used to improve occupational forecasting (through Micro Matrix software). Training providers were not satisfied with two-year forecasting and hired LSU to seek input from 150 "driver firms"—those with the most economic impact and highest employment—in order to develop an annual forecasting model, with more focused and richer information.
ME	Statewide	Economic and workforce development	Just prior to the recession, the Tri-County Workforce Area (LWIA, Area 2, covering Piscataquis, Penobscot, and Hancock counties) merged with the Eastern Maine Development Corporation to maximize the potential for creating long-term growth

for their region and its workforce through the strategic alignment of economic and workforce development.

“We’re putting all the requirements together for one coherent strategy for the region. . . . (We seek to) integrate and align workforce and economic development systems on the ground to work better for employers,” said one official.

As the Recovery Act period wound down, together the parties requested and received permission from the Maine Department of Labor to allocate unobligated ARRA Dislocated Worker Program resources to conduct an intensive outreach campaign to businesses in the Tri-County Workforce area to assist in the matching of job seekers to available employment opportunities with local companies.

The outreach effort was targeted to industries and sectors that represent existing or emerging high-wage, high-growth employment, particularly those that employ workers with the types of skills/experience WIA customers currently possess and where training is currently offered or can be accomplished on the job. They also reached out to employers who are currently listed in EMDC’s Business Services database, including employers who have hired participants from the Career Center programs over the past three years. This group formed the first tier of targets for the outreach effort. Each business was contacted by phone, by letter, or by e-mail to ascertain its current hiring needs/plans and to offer to refer job candidates to that business to fill employment vacancies.

All job leads/openings uncovered as a result of the outreach were directed to the Career Center to coordinate referrals of qualified job seekers to the employer. All businesses were also being encouraged to list job openings with the Maine Job Bank and to coordinate other recruitment and hiring efforts with the Tri-County Career Center system on an ongoing basis.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
MI	Statewide	<ul style="list-style-type: none"> Assessment (ES/W-P/TAA) 	<p>National Career Readiness Certification (NCRC). The largest portion of ARRA Wagner-Peyser funding (\$2.2 million) was allocated by formula to all Michigan Works! agencies (MWAs) within the state to pay for costs associated with implementing NCRC, including paying testing fees for Wagner-Peyser participants (averaging about \$60 per participant) and administration of the NCRC. A small portion of funding (\$32K) was also expended on a statewide campaign to market NCRCs to employers (so that NCRCs would be more valued and a credential employers request during the hiring process). The state policy was changed to requiring that all program participants using MWAs across the state (including those receiving services under WIA, W-P, and the TAA) take NCRC testing (though individuals can opt out if they do not wish to take the test). Though there was a shift toward using NCRC testing within the state prior to ARRA, the Recovery Act provided funding necessary for implementing this policy statewide. Although ARRA funding has been spent, the policy to provide NCRC testing continues throughout the state with other funding sources.</p>
MI	Statewide	<ul style="list-style-type: none"> Apprenticeship 	<p>Energy Conservation Apprenticeship Readiness (ECAR) Program. In an effort to prepare Michigan’s female, minority and economically disadvantaged workforce for apprenticeship positions, weatherization projects, and other green construction jobs, Michigan launched ECAR in June 2009 with ARRA funds. ECAR was based on an earlier preapprenticeship initiative—the Road Construction Apprenticeship Readiness (RCAR) Program (an initiative providing tuition-paid, fast-track customized training in job readiness skills, applied math, computers, blueprint reading, workplace safety, and an overview of the construction trades). In addition to the 240-hour RCAR Program curriculum, the ECAR program included a 32-hour energy conservation awareness component. This component included curriculum/training on lead, asbestos, and confined space awareness; mold remediation and safe</p>

working practices; principals of thermal insulation, geothermal and solar energy; and principals of green construction. Similar to RCAR, ECAR offered supportive services, placement assistance, and completion certificates.

- MI Statewide • Disability navigators
- Special populations

Disability program navigators (DPNs). ARRA Wagner-Peyser funding (\$750,000) was used to fund DPN positions within the state for an additional year after federal funding for such positions had dried up. ARRA funding for these positions ended in July 2011, though some MWAs have continued to cover the costs of DPNs in local offices/One-Stops using regular W-P funding.

- MI Statewide RES

Expanded/intensified RES services for UI claimants. A total of \$7.8M of ARRA-RES funding was allocated for Michigan Works! Agencies (MWAs) to provide expanded and intensified RES for UI claimants. Each MWA had to submit a plan and request a specific amount of RES funding. The state capped funding amounts for each MWA at 175 percent of the local area’s W-P allocation. RES funding was to be used exclusively to serve UI claimants, including to support delivery of the following types of services: comprehensive assessment; one-on-one case management services; development of an individual service strategy; orientation to training available under Michigan’s “No Worker Left Behind Initiative”; targeting white-collar UI claimants (such as holding workshops and job clubs for white-collar workers, as well as providing networking opportunities and social supports); and other activities to better connect UI claimants to workforce services. RES funding could be used to pay for technological improvements (for example, for new software to help with case management and tracking of UI claimants). Funding could be used to rent additional office space needed to handle increased numbers of UI claimants attending RES orientation sessions. Most RES funding was expended on increased staffing levels to provide RES services—especially to pay costs for hiring temporary (limited-term) staff and to pay overtime for existing staff. An objective of the added resources was to help MWA extend hours and secure temporary additional office space and temporary staff to handle increased numbers of UI claimants being served in local workforce areas.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
MI	Statewide	LMI green jobs	<p>LMI Consortium Grant. Under the LMI consortium grant (on which Indiana, Ohio, and Michigan collaborated), there were number of important achievements. First, LMI staff in Michigan and Ohio produced a Green Jobs Report, which assessed the types of green jobs emerging in the consortium states and the skills required of workers to fill these jobs (including transferable skills that auto workers possessed and would use to make the transition to employment within the green jobs sector). Second, the consortium staff developed a Web site (www.drivingworkforcechange.org), which disseminates information about the initiative and is a resource on green jobs for employers, job seekers, and workforce development professionals. Third, the consortium developed an Internet-based tool that provides job seekers with the ability to translate the skills they used in their former occupations to identify potential green jobs/occupations for which the job seeker would likely qualify. This tool is focused, for example, on providing assistance to autoworkers that have lost their manufacturing jobs in recent years and may not be knowledgeable about their transferable skills to emerging green jobs. Fourth, under this grant, the state Michigan workforce agency purchased a one-year subscription to the Conference Board's Help Wanted OnLine. This LMI system provides administrators and staff (including staff in One-Stop Career Centers) with real-time data on job openings, including those in high-demand and emerging occupations. The data from the Help Wanted OnLine system was found to be extremely helpful and, as a result, the state workforce agency decided to continue its subscription with the Conference Board after ARRA funding was exhausted. Fifth, under the consortium grant a green jobs conference ("Driving Workforce Change"), which was focused on the greening of the automotive industry, was held in Dearborn, Michigan, in May 2009. A total of 225 attended this conference, including representatives of MWAs, academia, employers, and economic and workforce development officials.</p>

MT	Local (Helena and Kalispell)	Community college collaboration	<p>During the recession and Recovery Act, Montana’s community colleges proved themselves strong and dedicated partners—joining with the public workforce system to support reskilling the state’s residents. The Helena Center for Technology offered a 50 percent reduction in tuition for dislocated workers on a seat-available basis. The Educational Opportunity Center out of Northern Community College (whose focus is on supporting the first in a family to attend an institution of higher education) offered twice weekly workshops on applying for Pell Grants. In Kalispell, where unemployment reached levels twice that of the rest of the state, the Flathead Valley Community College increased both its class offerings and its class sizes. It also began a special welding track in conjunction with Stinger Welding in Libby, Montana, where an expected 250 jobs were to open up.</p>
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NC	Statewide	Training	<p>JobsNOW. The state supported the priority to train as many individuals as possible and as quickly as possible through its JobsNOW initiative, created by the governor. JobsNOW is a statewide effort that coordinates ARRA economic development and training resources on creating new jobs, sustaining current jobs, and finding residents employment opportunities. The JobsNOW initiative also focuses on sector strategies that linked workforce and economic development. DWD and its partners saw that there was business growth or stability in some industry sectors and in certain regions of the state. For example, there is still a need for workers in manufacturing, but workers need skill upgrades to qualify for advanced manufacturing jobs. Health care, biotechnology and pharmaceuticals, and aerospace are other sectors in North Carolina that need skilled workers. While the state is interested in building the green economy and there are positive signs of its growth, it is still an evolving sector in North Carolina, and there are not enough jobs yet to dedicate significant training dollars to the sector. Part of this initiative is a program called “12 to 6,” where ARRA funds are being used to develop short-term training opportunities in the state’s community colleges. The intent of the program is to refer WIA-eligible individuals to obtain a certification in one of 12 high-demand occupations within six months. Begun in the fall of 2009, this initiative used \$13.45 million in WIA ARRA funds and pays for tuition, fees, transportation, books, and other related instructional materials.</p>
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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
NC	Statewide	Special populations—ex-offenders (adult and juvenile)	<p>North Carolina Department of Corrections—Prisoner Reentry Initiative. The Prisoner Reentry Initiative is a federally funded program that provides employment assistance to recently released offenders in Mecklenburg, Nash/Edgecombe, and New Hanover counties. ARRA funds were used to expand the program to more populated parts of the state and expand services beyond job placement—services such as housing, transportation, child care, on-the-job training, basic education, and occupational skills training. Employment training opportunities (i.e., OJT) were also developed for ex-offenders where employers were reimbursed up to 50 percent of wages for providing these experiences. Between January 2010 and June 2011, Job developers provided direct employment services to 4,224 recently released offenders and secured employment for 530 of these individuals. They found jobs as cooks, stock clerk order fillers, welders, dishwashers, food service preps, construction workers, housekeepers, upholsterers, laundry operators, sales representatives, landscape specialists, personal care aides, truck drivers, heating, ventilating and air conditioning (HVAC) technicians, packagers, and certified nursing assistants. Twenty-two ex-offenders also participated in employment training opportunities. Job developers also enrolled 157 into training using ITAs.</p> <p>North Carolina Department of Juvenile Justice and Delinquency Prevention (DJJDP) Demonstration Project. The DJJDP project is being funded through ARRA WIA dollars to develop OJT opportunities for youth in the department’s system. Students are paid minimum wage to participate in internships in the stock/warehouse, custodial, cafeteria, kennel management, horticulture, car wash, retail stocker, teacher’s assistant, and clerical assistant fields. Career specialists assess youth using the WorkKeys certification program. As of April 2011, the project had worked with 274 youth, and 120 had internships. The project also worked to bring a</p>

NC Regional— Charlotte	Special populations— dislocated workers from the financial sector	<p>4-H club to youth at the different campuses. Career specialists made presentations to community leaders and youth councils on the project.</p> <p>Charlotte Area Workforce Recovery Project. Begun in July 2009, DWD supported the development of the Charlotte Area Workforce Recovery Project, which used \$800,000 in ARRA funds to help laid-off workers in the financial services industry find new employment opportunities, and to revitalize existing businesses hit by the economic downturn. Laid-off workers in this industry could take classes and earn certification as a project management professional through an accelerated three-week program. These workers could also take advantage of entrepreneurial training provided by the Small Business and Technology Development Center (SBTDC) through an initiative called FastTrac New Venture. The ProNet Career Center was also created in the Charlotte area; at this center, dislocated workers could take workshops, receive career counseling, and attend forums to help them find new employment. The center also offered a community resource guide, created a regional confidence index, and developed an “app” for iPhone and Android users. The project ended in December 2010. Forty-eight dislocated workers earned a Project Management certificate through the accelerated course, with 28 of these individuals completing the PMP Exam Preparation course and 10 opting to complete the process in order to receive the official PMP certification. Twenty of the 48 participants found new employment. All participants believed they were more marketable to employers and would recommend the training to others. For the FastTrac New Venture program, 31 training programs were offered from July 2009–July 2010 and 26 had sufficient numbers to run the program. 453 applicants were invited to attend the program, with 390 accepting the invitation. Eight-five percent (333) of participants completed the program, and nearly 86 percent of those who completed it said that they would continue to pursue business ownership. Business ideas were generated for retail, food, manufacturing, real estate, construction, computer services, cleaning, nonprofit, energy, and agriculture/farming industries, among others.</p>
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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
NC	Regional— Charlotte	Business services— layoff aversion	<p>BIZ BOOST (Charlotte pilot). Beginning in June 2009, NCDOC developed the BIZ BOOST, an ARRA WIA-funded layoff aversion effort led by the Small Business and Technology Development Center (SBTDC) at the University of North Carolina. The program, a \$340,000 effort, is based on the Steel Valley Authority model, and staff work directly with business to retain jobs. Staff work with vulnerable small- to mid-sized businesses to help them retain the jobs they have and grow their businesses through counseling services and leveraging partnerships. From June 2009–May 2011, BIZ BOOST helped to create 318 jobs and retain 76 jobs at a cost of \$862 per job created or retained. In addition, 41 business loans (worth \$28 million) and 193 government contracts (worth \$33 million) were awarded. Over 6,000 hours in direct counseling were provided to 269 businesses.</p>
NC	Statewide	<ul style="list-style-type: none"> • Special populations— rural workforce areas 	<p>Rural Community Mobilization Project. The goals of this project, which used ARRA funds, were to help 1) at least 80 rural leaders gain a better understanding of community mobilization, 2) at least 750 rural dislocated workers or other rural residents facing economic challenges receive direct services, and 3) at least 500 rural North Carolinians obtain jobs through the project or be on a viable career path. Twelve grants were awarded in rural communities across the state, and activities began in January 2010. The project achieved the following goals by the end of the grants on April 30, 2011:</p> <ul style="list-style-type: none"> • 172 rural leaders were trained in community mobilization • 1,821 participants received workforce services <ul style="list-style-type: none"> – 322 found jobs – 6 started a business or expanded a current one

- 576 obtained credentials
- 159 obtained a job and a credential
- 195 received a career readiness credential

NC Regional—
Fayetteville
and other areas Youth

BRAC Regional Task Force—i3D project. The task force is working with 11 counties and 70-plus municipalities in the Fort Bragg and Pope Air Force Base region. Workforce development was to be a key part of the strategy for the expansion of Fort Bragg in 2011 as there will be many employment opportunities for local residents. The task force is using ARRA funds to expand its interactive three-dimensional (i3D) initiative, which uses portable learning systems installed at eight community colleges and 11 high schools around the region. By the end of the grant, the task force had trained approximately 150 high school teachers on the learning technology, with new training material developed for students throughout the project.

ND Statewide RES-Wagner-Peyser

Development of Resource Guide with Wagner-Peyser funds that could not be spent after September 30, 2010. See entry under RES.

ND Statewide Wagner-Peyser-RES

Dashboards and Special Research Projects

- Effect of the price of oil on hiring in Bakken Oil Reserve area
- WIA study
- *Business Survivability in North Dakota*—research publication exploring the trends in business survivability in the state of North Dakota

ND Statewide RES

Provided case management services by phone: The RES clients are sent a letter notifying them that they have been selected to participate in the program. They are given a phone appointment time and the name of their case manager. The case manager helps them prepare their career/job search plan, offers suggestions about job search resources, assists with résumé preparation, and schedules workshops at the local JobService North Dakota office. The case manager is housed with the UI operation and does not meet with clients face to face at any point in the process.

(continued)

Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
ND	Statewide	RES	<p>Automated verification of employer contact: UI staff created an automated work-search review. A letter is generated and sent to every employer listed as a contact by a claimant. Employers are requested to reply if there they have no record of a contact or if the claimant was offered a job and declined.</p> <p>Financed a job search workshop through community college system: Included development of the <i>Effective Job Search Strategies</i> manual now being used throughout the JSND system.</p>
ND	Statewide	Not stimulus but interesting	<p>State officials mentioned a state-funded workforce development program, North Dakota New Jobs Training, which is designed to provide incentives to businesses and industries that are starting operations, expanding within the state, or relocating to the state. Funds to help businesses offset the cost of training new employees are generated through the capture of state income tax withholdings from the new jobs created. The program targets primary-sector businesses or businesses engaged in interstate commerce that create new employment opportunities in North Dakota. To qualify for the program, new companies or those opening new locations in North Dakota must commit to adding five new jobs. Existing employers can participate if they expand by one or more jobs within the state. There is also a state-sponsored \$1.5 million dollar incumbent worker training program.</p>
NE	Statewide	NEworks	<p>NEworks has become the virtual foundation for workforce services in Nebraska and the state's MIS. Its development and introduction required a significant use of ARRA funds to consolidate the functionalities of the Nebraska Workforce Access System (Nwas), the Tracking and Reporting Exchange System (Trex), and the Staff Assisted Services Interface (Sasi). Case management, labor exchange activities, employer services, job orders, automated job matching, UI claimant registration,</p>

and the spectrum of workforce programs at the One-Stops, as well as self-directed assessment and other services, are accessed through NEworks. While there may yet be a few development refinements needed, it is central to the approach for Nebraska's drive to provide better services to the increasingly broad swath of job seekers cost-effectively and efficiently.

NE	Statewide	Retooled business model	<p>Since enactment of the Recovery Act, Nebraska has increased the role of self-directed and technology-driven services as part of the restructured workforce system business model. The intent is to use technology to serve more clients better and increase the capacity of individuals to engage the labor market. An initial self-directed assessment (Kuder assessments and additional on-line tools) is available at all points of the system through NEworks. The state can track the use of self-assessment tools accessed through the One-Stops and planned to introduce this as a performance measure by July 2012. As part of this effort, Nebraska has invested ARRA resources to improve and expanded computer labs in the career centers</p>
NE	Statewide	<p>syNErgy Partnership SESP/sustainable energy</p>	<p>The syNErgy Partnership is a noteworthy effort in terms of scope and scale. The Nebraska Workforce Investment Board (grant recipient) oversaw the development of an SESP charter by a blue-ribbon panel of business sector representatives. Regional teams composed of members from business, education, and the public sector, including state and local WIBs, career centers, organized labor, industry associations, community colleges and universities, as well as federal and state agencies, have guided the project's development in the three geographic areas. Each area has a specific focus:</p> <ul style="list-style-type: none"> • Renewable wind energy and technologies in the 12-county western region • Renewable wind and biofuel technologies in the 30-county northeastern region • Energy-efficient building and technologies in the 7-county metro region

(continued)

Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
NE	Statewide	syNErgy Partnership SESP/sustainable energy	<p>The regional teams developed the projects. Service providers conduct outreach, recruitment, and placement; and provide training opportunities, including classroom, on-the-job, customized training, and registered apprenticeship.</p> <p>As part of its role in curriculum development, the University of Nebraska prepared a comprehensive inventory of relevant new and ongoing programs and courses available in the state. Providers include labor organizations (comprising the trades of plumbing, sheet metal, electrical, and construction labor), the Association of General Contractors, the National Association of Realtors, and the six community colleges.</p> <p>The project began enrollment in January 2011, targeting incumbent and unemployed workers, including veterans, ex-offenders, and at-risk youth. The initial enrollment goal was 950 participants: 600 from the ranks of the unemployed and 350 incumbent workers (broadly defined as anyone with a job, not limited to those in a related occupation or industry.) Already the project is escalating its enrollment performance target. The take-up among incumbent workers has far exceeded expectations; 153 enrolled in the first four months. (The target was 85 in six months.) Response has been weak among unemployed persons; only 20 have enrolled during the same four months. The project now forecasts enrolling 800 to 1,000 incumbent workers, who also can be served at significantly lower costs per training and skills upgrades.</p> <p>SyNErgy draws from WIA best practices and is considering coenrollment where appropriate. Unlike WIA, the project uses cohort/class-size training.</p>

NY	Statewide	General organization of state workforce system	<p>Workforce development staff training. The Division of Employment and Workforce Solutions (DEWS) planned, implemented, monitored, and oversaw WIA ARRA funding. DWES has a Human Resource Development unit responsible for development and delivery of capacity building. Training for the One-Stop system also supports DWES professional development activities. A counselor academy was implemented to train local One-Stop career counselors, particularly new hires, on the preparation of education and training plans for customers since the state was encouraging LWIAs to use their ARRA funds to support training. NYSDOL uses a variety of mechanisms to communicate policy and reporting requirements, including ARRA requirements, to LWIAs. It conducts meetings with One-Stop operators and WIB Directors every 6–8 weeks and conducts weekly Web or telephone conferences where issues of current interest are explored and participants can call in with questions. The state’s efforts to train staff have also helped to ensure that the state could respond effectively to the needs of workforce system customers. The state noted that if they did not devote time to training the frontline staff, they would not know the value of these tools developed or the policies implemented for their customers. The training also helped to build the confidence of staff in working with customers on how to use the available tools properly.</p>
NY	Statewide	Approach to ARRA funding	<p>Case management system. State staff identified NASWA as one of their main resources in understanding and planning for the advent of ARRA funding. A new effort by NYSDOL is the development of an integrated case management system across nine other state agencies. This effort is being funded through a 2.75 million grant from the National Association of State Workforce Agencies. The new case management system started from a Medicaid infrastructure grant to integrate systems from the state offices of mental health, developmental disabilities, aging, and vocational rehabilitation. The employment and training programs will be linked to the case management system so case workers in different offices can track employment-related information. The creation of this system will allow New York to be involved in the Ticket-to-Work program.</p> <p style="text-align: right;"><i>(continued)</i></p>

Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
NY	Statewide	WIA training	Expenditure monitoring. NYSDOL instituted IT procedures to track spending on training for the ARRA funds. It has expanded this to its regular formula funds.
NY	Statewide	RES for UI	UI customer needs and tracking. The development of on-line/virtual tools for customers has been important to the success of New York’s system during the recession. They used technology to figure out how to assist customers and do real-time triage of customer needs. The new efforts to link case management systems will also help with information-sharing across programs. In addition, the development of better job-search technology and assessment tools has helped counselors to better assist their customers with less. Moreover, use of technology tools enabled the state and LWIAs to manage workforce and UI programs and better serve customers. In particular, the Re-Employment Operating System (REOS)—a scheduling and appointments-tracking system for UI customers—helped One-Stop centers handle the large increase in UI claimants and manage staffing and resource needs. The SMART 2010 technology was appropriate for serving customers with Internet access at home and has had positive feedback. Finally, JobZone has been successful for career exploration by adults, especially for those whose skills are no longer viable in the workforce.
OH	Statewide	<ul style="list-style-type: none"> • Sectoral • Training program • Assessment 	Entry-Level Manufacturing Certification Pilot Project. WIA Statewide ARRA funds were used to implement an Entry-Level Manufacturing Certification Pilot Project in four WIA areas. Up to \$315,000 was set aside for the short-term project. This pilot program is designed to test the effectiveness of the National Career Readiness Certification (NCRS), earned as a result of the ACT WorkKeys tests, coupled with the Manufacturing Skills Standards Council (MSSC) certificate as basic certifications for entry-level manufacturing production workers. Four local areas (2, 7, 12, and 15) volunteered to participate in the pilot, based upon Ohio

Skills Bank competitive applications, which focused on the manufacturing sector. This pilot project includes an instructional program and testing of completers in both WorkKeys and the MSSC. Local WIA Areas recruit a pool of candidates who are unemployed or underemployed, hold a HS diploma, are drug-free, do not have any outstanding warrants, and are interested in manufacturing. Candidates who successfully complete the certifications are placed with a manufacturing employer who has agreed to participate in this pilot initiative. The instructional training is provided through University System of Ohio Partners. Local workforce areas receive a fixed amount of \$3,000 per pilot project participant.

Curriculum content is to 1) be employer-driven (designed to meet specific employer needs); 2) be focused on measurable knowledge and skills; 3) lead to a job and a career pathway; 4) result in academic credit, if possible; 5) demonstrate application in the workplace setting; and 6) result in a “stackable” certificate. Instruction is to be in the range of 75–150 hours and to involve both classroom and hands-on experience.

OH Statewide LMI

Ohio Here to Help. The push toward the use of technology is in part a response to continuing high customer levels within One-Stops across the state. With respect to promoting ES and UI integration, the state agency has used ARRA Wagner-Peyser funds to create the Web site ohioheretohelp.com, which provides UI claimants and job seekers with a holistic overview of services available (e.g., help with housing, food, and other aspects of life as well as getting a job). This site is a compendium of state, county, and local service providers with content from each of these organizations. This Web site is intended to assist customers in removing barriers to employment by connecting them to a wide variety of available services.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
OH	Statewide	<ul style="list-style-type: none"> • Green jobs • Sectoral 	<p>Building the education, career pathways, and labor exchange infrastructure within the new business paradigm of a green economy. Ohio received a \$1.0 million ARRA-funded High Growth and Emerging Sectors grant from the U.S. Department of Labor. The goal of this project is to better position Ohio to compete in the green economy by developing a statewide infrastructure to support green jobs workforce development, education, and training. A competitive advantage in the green economy will require workers with unique and specific green knowledge and skill sets. Employer demand for these unique green skills cannot be met without coordination among Ohio’s training and education institutions. Coherent and centralized information about educational and training opportunities and potential employers did not exist prior to this grant for those interested in joining the green workforce. The project is aimed at helping the state workforce agency assess knowledge and skills gaps for green jobs in the state’s 12 economic development regions by: evaluating current green job definitions and measures; identifying green employers for project participation; mapping the educational curricula assets; identifying curriculum gaps; developing green jobs curricula; publishing green curricula guidelines; producing an Ohio green jobs training directory; disseminating green career pathways information through One-Stops and WIA-eligible training providers; and developing new green jobs interfaces for the state labor exchange system.</p>
OH	Statewide	<ul style="list-style-type: none"> • Special targeted populations—youth 	<p>Urban Youth Works. The Ohio Department of Job and Family Services (ODJFS) awarded \$6.7 million of ARRA funding for urban youth programs as part of the Urban Youth Works competitive grant program. The grant addressed the needs of urban youth to successfully participate in education and training programs that will ultimately lead to self-sufficient wages and occupations based on the labor market</p>

demand. Grantees included 15 organizations representing 12 nonprofit organizations, two local workforce investment areas, and one state agency. Organizations represent low-income youth in seven counties: Cuyahoga, Franklin, Hamilton, Lucas, Mahoning, Montgomery, and Stark. An estimated 1,500 youth were served from October 2009 to December 31, 2010.

OH Statewide

- Wagner-Peyser
- Special targeted populations—UI claimants/job seekers

Opening/staffing of overflow centers. ARRA funding was critical in the opening of 10 “overflow” centers throughout Ohio to perform various employment functions or reemployment functions. For the most part the overflow centers were opened in metropolitan areas across the state: Cleveland, Dayton, Akron, Cincinnati, Toledo, and Belmont-Jefferson. The centers were opened in locations found to be accessible to the community—on bus lines, for example. The state wanted to make sure that individuals that needed employment services could access these areas easily. The centers particularly serve UI claimants, providing UCRS and REA workshops, as well as résumé-building workshops. The centers have helped the ES to meet surging demand for services among UI claimants and job seekers at the local level. The focus has been on providing services that will reach and help the long-term unemployed. With ARRA funding, the first overflow center opened in August 2010, and the last site opened in February 2011. These 10 sites are still in operation (as of July 2011). The state has projected a 12–18 month opening for these centers, with all expected to close by August 2012. The state initially used ARRA dollars to fund these centers, but with the exhaustion of ARRA funding, the state is now using regular Wagner-Peyser funds to keep these overflow offices open.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
OH	Statewide	<ul style="list-style-type: none"> • Special targeted populations—youth, minorities, and women • Preapprenticeship • Green jobs • Sectoral 	<p>Constructing Futures. The governor’s 15 percent discretionary ARRA funds have been in part used to fund Constructing Futures, a preapprenticeship program for youth. The goal of the Constructing Futures Initiative is to train Ohioans of historically underrepresented populations in the building trades so that they may excel in a career in union construction, ultimately leading to a family-sustaining wage and occupation. ODJFS used \$3.2 million from the ARRA statewide workforce funds to award grants to provide preapprenticeship training. Funded programs are required to help trainees attain careers in construction occupations by preparing them to enroll and succeed in the full registered apprentice program in those occupations. A competitive request for proposals was released statewide to workforce investment board applicants (allowing for two or more workforce boards to apply together). Grant awards ranged from \$400,000 to \$1,000,000 and were given to four organizations from Cincinnati, Columbus, and Toledo, with programs running from January 2010 to June 30, 2011. Applicants were required to provide a 50% match, which could come from any or all of the partners on the application. This initiative targets low-income, nonworking and dislocated workers with a special emphasis on minority groups, women, veterans, and ex-offenders. Each local workforce investment area recruits eligible participants for awarded programs. Eligible applicants and required partners include: Workforce Investment Boards, registered apprenticeship sponsors, and University System of Ohio institutions. Optional partners in these efforts include: community nonprofits, faith-based organizations, community action agencies, local governments, and One-Stop agencies. Eligible activities for grant funds include outreach to targeted populations, supportive services (including both preapprenticeship and during apprenticeship), basic literacy and GED attainment through the University System of Ohio institutions, training stipends for preapprentices while in classroom work, and eligible tools and equipment.</p>

PA	Statewide	Approach to ARRA funding	<p>Aligning state and federal goals. By aligning the goals of Job Ready PA and the ARRA provisions, the state developed a strategy for use of the ARRA funding. The strategy specifically addresses: preserving and creating jobs and promoting economic recovery, assisting those most affected by the recession, promoting targeted industries and priority occupations, and expanding energy development and green jobs to provide long-term economic benefits. Use of data and reports generated by the Center for Workforce Information and Analysis (CWIA) has also informed the ARRA strategy.</p>
PA	Statewide/local	Assessment and counseling	<p>Experimenting with assessment tools. Prior to the ARRA, the state began working with the LWIAs to improve assessment activities. Two LWIAs began enhancing their assessment tools and were experimenting with WorkKeys, KeyTrain, and WIN. Another LWIA expanded efforts to assess the workforce needs of the economically disadvantaged. From the success of these local efforts, the state and the LWIAs recently agreed to jointly purchase WorkKeys to implement its use in assessment statewide. All staff, including WIA, RES, W-P, and TAA, is being trained by one of the local WIB staff to conduct the WorkKeys assessment and read and interpret results.</p>
PA	Statewide	Reemployment services for UI recipients	<p>UI Profiling. Relationships with workforce system partners improved. Specifically, the RES program known as Profiling Reemployment Program (PREP) and utilizing an increased number of UI entry points assisted claimants and tracked their ongoing participation. The change added follow-up information on clients entering the workforce system as well as 99ers. PREP staff is located at the PA CareerLink offices. UI claimants who are determined to be likely to exhaust their benefits through the state’s worker profiling system are called into their local CareerLink. Each claimant meets one-on-one with a Career Specialist and receives an assessment using WorkKeys or another assessment tool. An individual reemployment plan is then developed for each customer. According to the state WIA plan, the ARRA funds have allowed the state “to expand its focus to emphasize service to both profiled and other UI claimants.” As mentioned earlier, 50 permanent staff members were hired using UI ARRA funds to provide PREP services in PA CareerLinks. This has allowed the state to serve more UI claimants coming into the centers. <i>(continued)</i></p>

Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
PA	Statewide	System-wide issues	<p>LMI and green jobs. The state also was a recipient of a \$1.25 million ARRA State Labor Market Information Improvement Grant in FY2009. The activities under this grant, led by the CWIA, have included listening sessions with the local WIB directors, industry partnership members, and education to define green jobs and industry and to learn what occupations and skills are needed for these jobs. To track how much investment and how many jobs are involved in Pennsylvania’s green economy, a survey of 25,000 Pennsylvania employers was fielded. In addition, a job tasks analysis was conducted to examine the knowledge, skills, and abilities (KSAs) needed for the green jobs identified. This also allowed them to identify career pathways into green jobs. A report on the findings is available at: www.portal.state.pa.us (search “green jobs survey”). A second major activity of the LMI grant is to develop a green career tool. The tool will allow job seekers, employers, and educators to research careers in green industry. They can learn what KSAs are necessary to enter into the 800 green occupations in over 1,000 industries in Pennsylvania. In conjunction with the State LMI Improvement Grant, Pennsylvania was also awarded a three-year, \$6 million ARRA State Energy Sector Partnership Grant. The activities for this grant are being conducted in partnership with the state WIB, which serves as the fiscal agent. The main purposes are to develop the Pennsylvania Center for Green Careers and to provide green job training throughout Pennsylvania. The state issued a solicitation for competitive grants in April 2010 to develop green job training programs, which includes the training activities, curriculum development, and supportive services. One key is that the grants have to have a regional focus. The target population for the training programs is disadvantaged individuals, including those with LEP, those below poverty, those on welfare, youth, and veterans, among others. The award decisions for two-year projects were scheduled for the summer of 2011.</p>

RI Local (Greater SYEP
Rhode Island
WIB) adopted
statewide

The GRI WIB created a career tech program with work experience jobs consisting of a combination of work readiness training (a minimum of 20 hours over the summer in a classroom environment) and work experience (20 hours per week on average at minimum wage, or with stipends). The career tech program included a module of occupational exploration and internships for eighth-graders, in which participants cycle through four occupations in four weeks and then spend an intensive final two weeks in one of those occupations. Vendor staff accompanies youth to the campus-based training, a unique feature of this SYEP program. A pilot career tech at five schools for middle-school-age youth at risk of dropping out would expose them to a nontraditional school environment, contextual learning, and would help connect them to vocational areas in which they could develop an interest. The career tech program covered 27 different vocational areas of focus (e.g., aquatic natural science/bay environment, cosmetology, forensic science, graphic arts, IT, and office technology).

The career tech high school would ordinarily be closed in the summer, but the state used ARRA set-aside funds for career tech schools in four career centers for an after-school program. Participants attended 4 days per week for 2 hours each day after school. The Dept. of Education runs the programs. Because the program used an ARRA set-aside, which could be used for pilot and demonstration projects but could not be transferred to the LWIBs, they did not have to follow regular WIA rules, including the issuance of RFP and contracting with other state agencies. In order to be fair in the absence of an RFP process, they invited all career centers to participate. Also, normally WIA criteria would have required connections to other state agencies to provide wraparound services. This was the first time officials had operated this sort of a program statewide in conjunction with but not within WIA, using the tech center partnered with 16 youth centers throughout the state. ARRA and the additional funding was the platform for creatively expanding the collaboration with the career centers, and the relationships have continued to grow since. There is now a shared vision with respect to youth programs in the state, and the program is an example of new money creating innovation.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
RI	Statewide and local (Providence/Cranston)	TANF Emergency Grant program	RI's Department of Labor and Training administers the TANF employment program, Rhode Island Works, for the state's Department of Human Services, and it administered the TANF Emergency Grant, JobsNowRI, for DHS as well through the local WIBs. Despite having only about 4 months to operate by the time the funds were received and distributed, there was a large response from UI claimants and potential private and nonprofit employers for job slots. Between 700 and 900 employees were placed in 3 months. In Providence/Cranston the program had a huge impact on low-skilled workers, serving over 250 in 2–3 months, with about a 50% retention rate per month by employers after the program ended.
RI	Statewide	Adult and DW training	The state has established new training programs, one of which is contextualized training for very low-skilled individuals, in which remedial and adult education are taught in the context of occupation-specific training (e.g., math taught in the context of shop-related problems). Group training was not allowable before ARRA, only the use of ITAs. The program was begun earlier as a pilot in the TAA program, and it was so successful that it is now being used in WIA programs. The RFP for contextual training was codeveloped by the state and the local WIBs, with a strong collaborative process and a planning process that involved multiple stakeholders (e.g., state agencies, CBOs, labor unions, and adult education providers). Contextualized training was already being thought of in order for very low-skilled people to get basic education and vocational training at the same time. They used WIA ARRA state set-aside funds, which they could use strategically and leverage over time, issued one RFP, and the local WIBs divvied up the contractors. The vendor list, consisting of both community colleges and private providers, has expanded greatly, and the programs are targeted to low-skilled workers and allow some funds to be used for curricula development, so nonprofit literacy providers were among the contractors.

			<p>Now that group training is allowable using WIA formula funds, it has been given high priority—\$1.5 million statewide, from state ARRA set-aside funds. The state also expects to increase OJT, because it has applied for an NEG OJT grant in response to April flooding, in which it lost at least 1,400 jobs (another official placed the number of jobs lost at 3,500) and received disaster designation.</p>
TX	Statewide	Back-to-work initiative	<p>Collaboration of labor and HHS ARRA funding drew down \$50M to subsidize employment for economically disadvantaged youth and UI claimants who previously earned less than \$15/hour. One aspect praised by TWC is that HHS allowed the state to project expenditures forward and to draw down funds for future services. Because funds were distributed by HHS/ACF, eligible individuals were primarily parents. The program was structured to target permanent jobs: the subsidy was kept at a low level (up to 4 months, up to \$2,000) so that employers would also invest in the individuals hired.</p>
TX	Local	Dislocated Worker services targeted at executive-level clients	<p>The Capital Area Board pilot tested DW services targeted at individuals who formerly worked at the executive level. The board contracted with a local company using ARRA funds to provide counseling, job coaching, and transition services in a professional setting away from the One-Stop office.</p>
TX	Local	Cost structure for cohort-based training model and outcomes	<p>The Capital Area Board approached the ARRA training funds as grant dollars and used them to pilot-test new ideas. After convening groups of employers to identify hiring needs and opportunities for training investments, the board approached Austin Community College with a proposal for a class-sized training model. The board negotiated a new cost structure for class-sized training on par with the cost of an ITA, with some capacity to increase class size for further efficiency.</p>

Surveys of students and faculty found that the class model was successful, enabling students to build peer supports leading to better retention and completion rates. The structure also provided a feedback loop, allowing them to engage with the community college on curriculum and instruction in a way that is not possible under the traditional ITA structure.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
TX	Statewide	Leveraging investments in the state's Skills Development Fund and college training to target green jobs	Texas set aside ARRA funds to invest in green and renewable energy programs. Through a competitive SGA, TWC funded six projects. The largest award (\$1.13M), for a regional collaboration of five WIBS and six IHEs on the I-35 corridor, developed content for layering green job skills into the existing curriculum of HVAC, electrical technologies, and power management systems.
VA	Statewide	Creation of business and economic development specialists (BEDS)	A new personnel category, business and economic development specialist (BEDS), was established for regional and state-level positions. BEDS personnel offer workshops and instruction to businesses and job seekers on the new Web-based LMI/Job Matching system, including offering workshops in libraries in communities without local VEC offices, One-Stop centers, or reemployment offices. The BEDS facilitate access to employers, Chambers of Commerce, local partners, and others with business relations. They help with finding applicants, listing job openings, and other functions to connect employers with potential hires. There are four statewide coordinators and about 12 regional specialists.
VA	Statewide	Increasing access and services integration	ARRA is credited with institutionalizing the integration of workforce services. Past attempts to integrate services failed because of lack of funding. ARRA allowed the state to proceed with the institutionalization of REA, RES, UI, and WIA services integration, which helped expand and expedite services. There had been prior attempts, but after ARRA officials had the staff that could do outreach, perform workshops, and invite customers. Before ARRA, services would have ended with REA and the hope that an ES person would be available to help with job search.

VA Statewide

Demonstration projects and project expansions through the community college system

The VEC opened 6 “UI Express” offices just to handle UI claims. The eleven RES centers and the new BED positions allowed the VEC to return to one-on-one assessments for UI claimants who, as one official put it, had previously been “pushed into self-service mode.” The new positions also led to more operational cooperation across programs (among reemployment services, UI processing, and TAA). ARRA funds also allowed VEC to create folders of OJT materials for ES outreach, which did not exist before.

VCCS used ARRA funds to implement demonstration projects and funded and expanded successful ongoing projects, including “Great Expectations” (a foster youth program), “Commonwealth Scholars” (for high school science and math students), “Career Coaches” (a manufacturing careers program), and “Middle College” (for youth 18–24 who lack basic workplace skills and a high school diploma or equivalency).

Middle College expanded from five to nine community colleges by the fall of 2011, solely due to ARRA, and serves 1,000 students a year across all community colleges. These projects have a very high success rate (more than 70% get GEDs, and 35% enroll in postsecondary career certification or a degree program). In order to increase the number of young adults, including high school dropouts, in high-performance manufacturing through mentoring, short-term training and access to other services in the workforce system, “Career Coaches” was continued and expanded under ARRA. “Commonwealth Scholars,” a program to improve the number of high school students enrolled in classes identified by national councils as prerequisites for career and postsecondary success (e.g., physics, algebra II), was initially funded with a two-year U.S. Department of Education grant and continued with ARRA funds. These two programs are being discontinued, but administrators are looking to merge the programs to move from boutique programs to broader systemic applications.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
WA	Statewide	Training emphasis, especially on cohort/class-sized training	The state legislature incentivized the use of ARRA funds for training by using \$7M in state general revenues to match training investments. Local workforce areas earned 75 cents for each dollar invested in contracted class/cohort training and 25 cents for each dollar invested in ITAs. The governor's office supplemented the state incentive pool with \$5.2M from the state's 10% WIA set-aside. Incentive funds were targeted at training in green jobs, renewable energy, forestry, and aerospace.
WA	Statewide	Linkages to and collaborations with community colleges	The training emphasis for ARRA funds led to increased linkages between community colleges and local workforce system organizations. Lessons learned included the need to streamline policies and program implementation, opportunities to leverage other funds in support of students, and necessary improvements in referral processes between systems.
WA	Local	Broader training options with greater customization	With ARRA funding, the Seattle-King County WDC was able to broaden its training options to more providers with greater customization. ARRA funds supported shorter-term training geared to labor market credentials, and also supported cohort or class-sized training. In addition, ARRA funds were used for training in the middle (e.g., providing support for prerequisite courses needed to move from one step on a career path to another, such as moving from CNA to LPN). Cohort training offers a number of advantages over the traditional WIA ITA model. With cohort training the WDC works directly with the college to set the details of training design, curriculum, cost-effectiveness, support services integration, and other aspects. The model also enables peer supports and mentoring to increase student success. Finally, the cohort model provides a feedback loop between the WDC and college to support program improvement.

WA	Statewide	New customer flow model	ARRA funding allowed Washington to fully implement a new customer flow model in the One-Stop centers. The new model emphasizes an initial customer assessment to determine service needs. The model also focuses on three key workforce services: up-skilling (formal training programs as well as on-line training in resource rooms); packaging (building résumés as marketing tools); and job referrals (building on job listings developed by new business services teams).
WA	Statewide	Career-broker model	The Recovery Act experience led Washington to start developing a new “career-broker” model for working with UI exhaustees and the long-term unemployed. The model is a universal case manager who will work to engage the unemployed with the workforce system on a longer-term basis.
WA	Statewide	Green jobs LMI	The ARRA grant is allowing Washington to develop tools and LED analysis focused on green jobs that One-Stop staff can easily access when working with a client.
WA	Local	Longer-term customer engagement	Olympic WDC directed its WIA contractors to use ARRA funds to support customer engagement over the long-term. Half of the long-term unemployed in this area have never been to a One-Stop center or connected with the workforce system. Staff focused on creative outreach and engagement, identifying individuals in compliance-mandated programs (UI, TANF) who were the most motivated in their job-search activities.
WI	Statewide	<ul style="list-style-type: none"> • Apprenticeships • Sectoral • Green jobs 	<p>Sector Advancement for Green Economy (SAGE). In February 2010, DWD received a USDOL ARRA discretionary grant of \$6 million to implement the SAGE initiative. DWD is both the fiscal agent and provides staffing under the grant. Key objectives of SAGE are to: 1) establish enduring energy sector partnerships; 2) equip workers with green skills required to obtain and retain energy industry jobs (e.g., in energy efficiency, renewables and manufacturing, and utilities/smart grid); and 3) prepare workers for careers in energy through connection to career pathways. SAGE-funded activities and services are focused on 3 main areas: 1) energy efficiency (\$2.7M), to support establishment of two</p>

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
WI	Statewide	<ul style="list-style-type: none"> • Apprenticeships • Sectoral • Green jobs 	<p>new apprenticeship programs to provide training in at least 3 skilled trades; 2) renewables & manufacturing (\$2.5M), to establish one new apprenticeship program to providing training in at least 5 skilled trades; and 3) Utilities/Smart Grid (\$600K). In the energy-efficiency area, for example, funding is being used to establish and support the following apprenticeship programs: a weatherization installer apprenticeship, an energy auditor apprenticeship, a sheet metal worker apprenticeship, a steamfitter apprenticeship, and a heat and frost apprenticeship. These apprenticeship programs will provide journey worker upgrade and apprenticeship training for an estimated 2,545 workers (510 new workers and 2,035 incumbent workers). Within the renewables and manufacturing area, SAGE grant funds are being used to create a new wastewater treatment plant operator apprenticeship program to train 150 workers (50 new and 100 incumbent workers). With the utilities/Smart Grid area, SAGE funds are being used to retool and expand electric line worker and metering tech apprenticeships and substation electrician apprenticeships, with the goal of training 116 workers. All of the apprenticeship programs provide portable, nationally recognized credentials and link workers to clear career pathways. Grant funds are also being used to establish or refine a local energy sector plan, which identifies economic and workforce needs of regional energy sector industries, increases worker skills for sector careers, establishes enduring sector strategy, and leverages existing or new WIA sector planning funds.</p>
WI	Local (South Central Wisconsin Workforce Development Board)	<ul style="list-style-type: none"> • Subsidized jobs • Targeted on low-income populations/TANF participants 	<p>Transitional Jobs Demonstration Project (TJDP). TJDP, a two-year initiative running through June 30, 2012, was being conducted under an agreement with the Wisconsin Department of Children and Families. The purpose of the initiative is to provide subsidized transitional jobs (TJs) and supportive services to provide immediate income, diagnose work readiness, create positive work history, and</p>

WI Statewide

RES—workshops
UI profiling model

encourage longer-term career preparation to secure and maintain unsubsidized employment. SC Wisconsin WDB TJDP grant is aimed at placing 375 low-income/TANF participants into subsidized jobs in public, private, and nonprofit entities. Employers may bring workers on and provide training and supervision for workers of between 20 and 40 hours per week for up to six months. A participating employer, which can hire between one and three workers per six-month cycle, receives full payment of worker wages and payroll taxes under this initiative, in exchange for providing training and worksite supervision of each worker. Entry-level jobs are targeted and workers receive the minimum hourly wage for each hour worked.

Substantial increase in UI claimants attending RES workshops; change in UI “Profiling Model.” ARRA funding was used to greatly expand RES staffing (expanding RES staffing from 5 to 44), to greatly increase the number of RES workshops held each month, and to provide opportunities for claimants to obtain the National Career Readiness Certificate (NCRC). Whereas prior to ARRA about 50 UI claimants attended RES sessions, the numbers attending RES workshops has increased on average to 700–800 per week (statewide) with ARRA funding. An estimated 40,000 UI claimants have attended RES workshops since July 2009. RES workshops are more substantive than before ARRA, increasing in duration from about 45 minutes to 3 hours. Before the session, those scheduled to attend are required to complete a job barrier survey, register on Job Center Wisconsin, and complete an on-line résumé. During the session, each RES participant is pulled out of the class and provided with a one-on-one counseling session to help identify service needs and triage RES participants toward services needed to regain employment (i.e., job search, additional education/training). According to state staff, RES services appear to be making a difference in terms of reducing UI duration (e.g., those attending RES workshops have 12 weeks’ shorter duration and obtain higher wages). With the availability of ARRA funds (and expansion in the number of RES workshops), the state altered its approach to selection of participants for RES

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Table A.1 (continued)

	Statewide or State local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
WI	Statewide	RES—workshops UI profiling model	workshops. With the much-expanded numbers being selected for RES, claimants at both ends of the profiling ranking are being selected—i.e., when the profiling model is run, those most likely to exhaust their benefits are selected as well as those least likely to exhaust them. So, whereas before, RES orientations were attended exclusively by those most likely to exhaust benefits, now half of those selected to attend are from those UI claimants most likely to exhaust benefits and half are from those least likely to exhaust benefits. Finally, as part of available RES opportunities, claimants can use KeyTrain to improve skills valued by employers and take three WorkKeys tests to qualify for the National Work Readiness Certificate.
WI	Statewide	ES/TAA/RES— call center	Toll-Free Job Service Call Center Implemented. ARRA-ES funding was instrumental in instituting and staffing a toll-free call center. This call center serves several purposes and is particularly aimed at dealing with changes in TAA provisions and the much higher service volumes being faced by Workforce Centers as a result of the recession. State officials note that the call center, staffed by 12 ES/TAA workers, fills a niche between in-person services and information available via the department’s Web site. The call center also helps to provide information and referral services for job seekers located in outlying areas and has helped in responding to heightened demand for services within the workforce system. Key features or services offered through this toll-free call center include the following: 1) the call-center serves as a general job seeker help line, answering questions and providing job leads to unemployed or underemployed individuals; 2) the call center staff includes a TAA case manager who can handle inquiries about the TAA and changes to TAA provisions; 3) the call center staff responds to customers needing to reschedule missed RES workshops (note: ARRA RES funding was used to vastly expand the number of RES workshops offered, and about one-half

of those scheduled for these workshops are no-shows—as a result, the call center has rescheduled about 35,000 customers for RES sessions); 4) the call center has the capability to serve as an “employer call center”—employers can call in with questions or to place job orders; and 5) the call center serves as the central point for scheduling customers for the Work Keys testing, a major initiative undertaken by the state and local workforce centers in recent years to provide customers with a transferable credential.

WI Statewide Wagner-Peyser

Use of Social Media. ARRA funds have provided added resources (mainly in the form of staffing) to push state and local areas to increasingly use “social media,” such as Facebook, Twitter, and LinkedIn, as a tool for better connecting with job seekers and making additional services to the customer more readily available. For example, local workforce staff can now make announcements about training and job opportunities available to job seekers instantaneously via Twitter; Facebook is being used to disseminate information on job orders and create a virtual job club environment. Workforce centers have also conducted workshops on how to use Facebook and LinkedIn as an effective job-search tool.

WI Local (South Central Wisconsin Workforce Development Board) Wagner-Peyser

Added Remote Access Points for Customers. ARRA provided funding to increase the number of access points from which job seekers could obtain information about available workforce services (e.g., employment and training opportunities) and remotely attend activities sponsored by the LWIB. The SCWDA was able to better meet the surge in customer demand and make services more readily available/ convenient for customers by establishing Internet access points at community colleges and other community locations. Customers could go to these additional remote locations to search for jobs and training opportunities, as well as attend (via computer access) group workshops offered by One-Stops serving the local area.

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Table A.1 (continued)

State	Statewide or local initiative	Type of ARRA-funded initiative/innovation	Description of initiative/innovation
WI	Local (South Central Wisconsin Workforce Development Board)	<ul style="list-style-type: none"> • Subsidized jobs • Targeted on low-income populations/TANF participants 	<p>On-the-Job Training Program. The On-the-Job Training Program, a two-year initiative running through December 2011, is aimed at putting dislocated workers back to work earning a wage while receiving training. Participating employers can be reimbursed for the costs associated with training a new, regular full-time employee. The amount of the subsidy for employers can range from as high as 90 percent of hourly wages (for small employers) to a minimum of 50 percent of hourly wages. To be eligible under this initiative, workers have to have been laid off after January 1, 2008, or have been unemployed for 26 consecutive weeks or more.</p>

SOURCE: Table is based on information gathered during visits to states and local service providers.