

Request for Proposals for New FY19 – TRAIN Grant Projects



COVER PAGE

MASSACHUSETTS
Department of
Higher Education

Applicant Information			
Lead Applicant (Campus): Quinsigamond Community College, Healthcare & Workforce Development Center		Grant Focus (check): <input checked="" type="checkbox"/> Long-term unemployed, underemployed and new entrant adult workers	
Name of Project/Project Title: TRAIN Health		Type of Grant (check): <input checked="" type="checkbox"/> Workforce Development	
Program Partners (list all): MassHire Central Region Workforce Board, MassHire Worcester Career Center, Worcester Community Action Council, Worcester Credit Union, Dress for Success & Stepping Up 4 Men, Knollwood, The Overlook, Salmon Health and CVS Health.			
Grant Administrator: Name: __Kathleen Manning_____ Title: Dean, Workforce Development & Cont. Ed. Telephone: __508-425-1272_____ E-mail: __kmanning@qcc.mass.edu_____		Institution: ___ Quinsigamond Community College___ Mailing Address: ___ 670 W. Boylston Street _____ ___ Worcester, MA 01606 _____ _____	
Program Information			
Total Number of Students Served Upon Implementation:	40	Target Population:	Long-term Unemployed Individuals (1 year+)
Brief Summary of Project Outcomes: The proposed TRAIN Health program will strengthen and broaden employment opportunities for 40 long-term unemployed individuals in the Central MA region. This project will prepare four cohorts for two fast-growing and in-demand occupations targeted in the Central MA Regional Workforce Blueprint: Certified Nursing Assistants and Pharmacy Technicians. Project outcomes are a minimum of 36 students will participate in a paid clinical/apprenticeship, a minimum of 18 students (80%) will complete the Nurse Assistant program, a minimum of 18 students (80%) will complete the Pharmacy Technician program and a minimum of 34 students (80%) will obtain employment and attain 30 day job retention.			
Budget			
Total Funds Requested: \$209,657	Total Matching Funds (XX%): (Not Required) \$78,389	Total Project Cost: \$288,046	
Authorizing/Fiscal Agent: Name: __Luis Pedraja, PhD_____ Title: __President_____ Phone: __508-854-4203_____ Email: __lpedraja@qcc.mass.edu_____		For DHE Office Use:	

I certify that the information reported herein is accurate and complete.

Authorized Agent Signature:

Date:



Project Abstract

Community College Applicant: Quinsigamond Community College

Contact Person: Kathleen Manning, Dean of Continuing Education & Workforce Dev.

Phone #: 508-751-7902

Email address: kmanning@qcc.mass.edu

Partner Organizations: MassHire Central Region Workforce Board: outreach, recruitment, referrals, employment services; MassHire Worcester Career Center: outreach, recruitment, referrals, BOUNCE workshops, employment services; Worcester Community Action Council: outreach, recruitment, referrals, comprehensive wrap around support services, stipends; Worcester Credit Union: financial literacy workshops; Knollwood, The Overlook, Salmon Healthcare and CVS Health: outreach, recruitment, referrals, clinical/apprenticeship sites, professional mentoring, employment opportunities.

Summary Project Description: QCC's Training Resources and Internship Networks (TRAIN) Health program will focus on expanding opportunities for 40 long-term (1 year+) unemployed individuals. This project will prepare four cohorts for two fast-growing and in-demand health occupations: certified nursing assistant and pharmacy technician. Career Ready 101 will be provided to ensure core reading, math and problem-solving academic skills required for most jobs. Advanced industry sector knowledge and skills will be provided through DPH-approved Nursing Assistant curriculum and an adaptation of CVS Health's Pharmacy Technician pre-apprenticeship program. Workplace readiness training will be provided during classroom instruction that includes employer expectations, effective communication, time management and the BOUNCE readiness program. Paid clinicals/apprenticeships, offered through four well-established employer partners, will provide students with workplace experience to reinforce classroom lessons and employers an opportunity to evaluate students for potential employment.

Targeted outcomes are: 40 students will enroll in the program; 36 students will participate in a paid clinical/ apprenticeship; 18 students (80%) will complete Nurse Assistant program, 18 students (80%) will complete Pharmacy Technician program; and, 34 students (80%) will obtain employment and attain 30 day job retention. The project timeframe is November 2018 - June 2019. Key Project Personnel will include Dean Kathleen Manning, a 25-year veteran of creating and implementing credit and non-credit workforce development programs in higher education, and a TBD Program Coordinator.

We are requesting \$209,657 for our proposed project. Utilizing our model for student stipends pilot-tested and proven successful for this target population under a previous TRAIN grant, the present proposal includes \$31,104 to simulate a weekly paycheck during classroom instruction. Matching funds of \$78,389 have also been committed by QCC, employers and other project partners.



Project Narrative

Quinsigamond Community College (QCC) in Worcester proposes a Training Resources and Internship Networks (TRAIN) Health program in Central Massachusetts focused on the multi-faceted workforce development needs of long-term (1 year+) unemployed individuals in our community. Our capacity to provide this comprehensive and innovative project builds on the design and implementation of three major initiatives: the 3-year, \$20m US Department of Labor Transformation Agenda, the 2-year Learn to Earn initiative and the Worcester Downtown CONNECT (WDC) model. Indeed, the WDC model provided the framework for an initial TRAIN-funded healthcare training program for long-term unemployed, which resulted in 28 new employees in the field within 1 year.

In the present proposal, QCC seeks to strengthen and broaden employment opportunities for long-term unemployed by providing eligible individuals with a comprehensive program leading to two in-demand health occupations: certified nursing assistant and pharmacy technician. According to the 2018-2022 Central MA Regional Workforce Blueprint these are two of the top occupations in which the Central Region is facing the most significant employee shortage. Indeed, healthcare is one of three named priority industries in the Blueprint due to a high need for workers and defined career pathways that address significant barriers faced by residents including long-term unemployment, lack of formal education and limited English skills. Given the fact that language barriers can create major adverse consequences in healthcare, especially if patients lack an understanding of how to properly take their medication(s), we will prioritize bi-lingual individuals with fluency in English and one other language. TRAIN Health will prepare long-term unemployed individuals, bi-lingual and monolingual, for these occupations through comprehensive workforce readiness and technical skills training, employer-sponsored clinical internships/apprenticeships, well-organized stipends for living and travel expenses, and an array of support services to help transition more individuals to the workplace.

Recruiting From our previous experience reaching out to long-term unemployed individuals we know the four most common points of entry are: (1) the One Stop Career Centers (part of the new MassHire network), (2) Adult Basic Education programs, (3) Employer Partners/Community-Based Organizations and (4) QCC's Center for Workforce Development and Continuing Education. We anticipate most referrals will be coordinated by the DOL Round IV Navigator on behalf of the MassHire Worcester Career Center. QCC will also recruit through our existing services and programs that serve this target population such as our Community Bridges outreach program; our ABE, HiSET, ESOL and Career Pathways programs; and, our Center for Workforce Development and Continuing Education. QCC will also conduct

a variety of outreach and recruitment efforts to include announcements at community meetings in target neighborhoods such as Great Brook Valley in close coordination with the Worcester Housing Authority and at community-based events such as the Worcester Latino Festival.

Academic, Workplace Readiness & Industry Skills Training TRAIN Health partners are committed to providing services in a collaborative, comprehensive manner coordinated and delivered from a central hub at QCC with enhanced linkage to the core WDC partners – MassHire Worcester Career Center (MCC), the Worcester Credit Union (WCU) and Worcester Community Action Council (WCAC). The goal is to provide skills training and education services at the QCC hub with wrap-around, complementary support services at partner organizations within a 2-block downtown campus area.

QCC's downtown Worcester campus houses the School of Healthcare and the Workforce Development and Continuing Education Center. It provides a resource for QCC to accelerate coursework and curriculum in order to prepare long-term unemployed students for health occupations, to engage with employer partners to ensure responsiveness to employment needs and to articulate between non-credit and credit certificates and degrees. It is anticipated that the majority of the proposed programming will be through this Center, and will build on the strengths of all project partners.

The training objectives to be achieved during the project period are: 1) A minimum of 40 students will enroll in the program; 2) A minimum of 36 students will participate in a paid clinical/apprenticeship; 3) A minimum of 18 students (80%) will complete their Nurse Assistant program; 4) A minimum of 18 students (80%) will complete their Pharmacy Technician program; and, 5) A minimum of 34 students (80%) will obtain employment and attain 30 day job retention.

Students will be initially tested for numeracy and literacy skills through the *Work Keys National Career Readiness Credential* (NCRC) program. Participants will be expected to achieve a level 3 on the *Applied Mathematics, Reading for Information* and *Locating Information* portion of the Work Keys NCRC exam. Students who pre-test below level 3 on the initial assessment will be expected to complete the *Career Ready 101* remediation program in order to obtain the level 3 needed to receive an NCRC bronze level certification. Provided at QCC downtown, CR101 is free to program participants; it introduces an integrated approach to explore health careers and build core reading, math and problem-solving academic skills required for most jobs. The CR101 industry-recognized certificate is an additional credential students can utilize to increase their employability.

Next, students enter either the CNA or Pharmacy Technician pathway. The proposed CNA training is a classroom-based, instructor-led program under the supervision of a registered nurse. The

training is instructor led and consists of lecture and hands on lab work in the Massachusetts DPH state approved training lab. The proposed Pharmacy Technician training blends the CVS Health pharmacy technician training curriculum with QCC classroom-based pharmacy technician training program. Both classroom components will be run to simulate the way students are expected to behave in the workplace. Individuals will be expected to adhere to the schedule set by the instructor and be accountable for the program deliverables set for the week.

Career preparation workshops and seminars will be integrated into classroom instruction. It will include completing career exploration, resume development, interviewing skills, what to expect from employers, what employers will expect from participants and time management. The award winning and highly-interactive *BOUNCE* program will be included in this phase to help program participants further develop and align their personal and career goals, while improving their communication and workplace readiness. Job search and job placement activities will be coordinated by the MCC during this phase as a precursor to the experiential learning component.

Experiential learning will take the form of clinical placements for the Nurse Assistant students and Apprenticeships for the Pharmacy Technician students. Paid work experiences will be used to reinforce classroom lessons and activities, particularly employer expectations, effective communication and time management, and will also provide employers with the opportunity to observe the students in the workplace and evaluate their skills, attitudes and demeanor for potential employment.

Altogether, we anticipate operating two 120-hour, non-credit, Nurse Assistant training cycles starting in November 2018 and ending in June 2019. Clinical placements will be 30 hours per student and classroom training will be 90 hours per student. Students who successfully complete the program will sit for the State Nurse Assistant certification test which is a prerequisite for employment in this field. Participants will be scheduled for a minimum of 20 hours per week of classroom instruction and related services. The program exceeds the State's minimum requirements intended to ensure the maximum pass rate on the state exam and achieve the best possible employment and retention rates of program participants. The Nurse Assistant curriculum is approved by the Massachusetts DPH.

Similarly, we anticipate operating two 75-hour, non-credit, Pharmacy Technician training cycles starting in November 2018 and ending in June 2019. Apprenticeships will be 30 hours per student and classroom training will be 45 hours per student. Classroom training integrates supplemental ESOL instruction building on the best practices of Team Teaching. The *Integrated Basic Education and Skills Training* (I-BEST) program model, which is designed to speed the transition to college and careers for adult basic skills students, utilizes a team teaching model to pair basic education and technical skills

instruction in the classroom so students can move through school and into jobs faster. Similar to I-BEST, an ESOL instructor will work with the technical skills instructors to ensure language is not a barrier, but rather an asset to a new health occupation.

Students who complete the Pharmacy Technician course and become employed as Pharmacy Technicians qualify to take one of two national certification exams after 500 hours of employment. The Massachusetts State Licensure Board will recognize individuals who pass either the Pharmacy Technician Certification Exam or the Exam for the Certification of Pharmacy Technicians. Students who complete the proposed Pharmacy Technician course stand a much greater chance of not only becoming employed as Pharmacy Technicians, but also adding industry-recognized certifications to their portfolios.

Critical to the successful delivery of training are several key partners. The MassHire Workforce Board and MCC will provide outreach and recruitment and referral services, assessments, work readiness workshops and related services through its nationally-recognized *BOUNCE* Program, collaboration with local employers, and job search and job placement services. In addition, the Mass Hire Workforce Board will also offer Labor Market Information through state and federal sources, as well as real-time hiring demand data available through the MassHire Workforce Board Help Wanted Online analytics tool to help staff and partners better understand employment trends.

In addition, this project will be able to leverage significant resource including -

- Worcester Jobs Fund: The MassHire Workforce Board is coordinating a 3-year, \$300,000 Worcester Jobs Fund which includes outreach to local companies including those receiving tax incentives and local anchor institutions, to gain support as project partners and develop direct career placements.
- Bank On: WCAC has been awarded an Activation Fund grant from the Health Foundation of Central Massachusetts in order to establish Bank On Worcester County. Local banking partners will work with each student to increase access to banking opportunities.
- Pre-Apprenticeship Training: The Pharmacy Technician training program is based on the pre-apprenticeship training program developed by employers (including industry leader CVS), two local Workforce Investment Boards, the MA DTA, local community groups and our regional Chamber of Commerce to meet their specific needs. In addition, the MassHire Workforce Board has worked with CVS Health to recognize the training as a Registered Pre-Apprenticeship program through the MA Division of Apprenticeship Standards (DAS), which aligns fully with the CVS Registered Apprenticeship career pathway.

This framework builds on the strengths of individual and collective coalition members in terms of service provision to the target population. Both the CNA and the new Pharmacy Technician pathway

build upon the statewide infrastructure for flexible, intensive and accelerated training, stackable certificates, career pathways in high-demand industry sectors, and industry-recognized credentials pioneered through the 3-year, \$20m US DOL-funded Massachusetts Community College and Workforce Development Transformation Agenda. Both programs qualify for Credit for Prior Learning supporting learners who seek to continue their education with schools such as the Massachusetts College of Pharmacy and Health Science. By providing an opportunity for students to continue their education, the TRAIN Health program is also supporting movement up the career ladder over the long-term.

Wrap-around Support Services The key to the success of the program will be a high support services modality to address a range of barriers to student retention and completion in a timely, pro-active manner. Support services will include, but are not limited to, case management, child care, life skills training, asset development, family support services, heating assistance and housing stabilization, transportation, financial literacy, professional attire, as well as additional referrals for direct housing and health care. TRAIN Health partners are well-positioned and have years of experience in providing quality wrap around support services.

- Worcester Community Action Council, Inc: WCAC offers a comprehensive menu of wrap around support services “to move people to economic self-sufficiency through programs, partnerships, and advocacy,” through 18 self-sufficiency programs and emergency services. WCAC provides individualized case management, education for infants through age 5 through Early Head Start and Head Start; adult basic education; life skills training; asset development programs (EITC, Individual Development Account- IDA, and SNAP); family support; heating assistance/ housing stabilization services and transportation via UBER gift cards. These services are provided to reduce or eliminate known barriers to full program participation. WCAC also provides a host of professional referrals for concerns such as housing, homelessness, food insecurity and healthcare to ensure a broad spectrum of support services are available to program participants.
- Worcester Credit Union (WCU) has been serving members in the greater Worcester community since 1934. Over the past 10 years, WCU has provided Financial Literacy training for numerous community and student groups designed to improve financial standing and draw attention to financial planning. WCU will provide a series of workshops to participants that will cover budgeting, managing income taxes, and building and maintaining good credit.
- Dress for Success provides affordable (free!) professional attire for women to address concerns of not being able to afford appropriate clothing and essentials to secure and maintain employment. A

similar Worcester-based organization Stepping Up 4 Men will assist male students by providing appropriate professional clothing, shoes and accessories for job interviews and the workplace.

Internships, apprenticeships, experiential learning Based on our previous success operationalizing paid clinical internships, all students in the present project will benefit from paid experiential learning. Funding for the clinical/apprenticeship component is included in the project budget as a component of our sub agreement with WCAC. The clinical/ apprenticeship component is built into each student's schedule and will average 38 hours per student. The goals are to provide students with a real life work experience to reinforce what they are learning in the classroom and prepare them for the realities of the workplace. In addition to specific, healthcare-related skills, students will also learn about the importance of being at work on time, interacting with co-workers, patients and supervisors and what is expected of them every day at the workplace. Mentors will be provided by employers as a matching contribution to the project and will interact on a one-to-one basis with students to address any issues that might come up, help them to be successful and assess their performance. The project staff will work closely with the DOL-funded Navigator and employers to plan, schedule, implement and oversee all clinical/apprenticeship activities. The ultimate goal of the experience is a job offer at the host company. The company will save time and money through this process as they see firsthand the skills and abilities of the students during their work experience.

Clinical training is a critical component to the Nurse Assistant program. It is also a mandatory requirement of the DPH which approves all Nurse Assistant training programs and sites in MA. The clinical training in this program will take place at one of two long term care facilities and provides the outlet for students to put their conceptual knowledge into practice. Students work directly under the supervision of a Registered Nurse instructor and may get the opportunity to shadow Certified Nurse Assistants during the training. Without this opportunity to provide direct care in a real-world environment, students will not have the training required to pass the skills component of the Massachusetts Nurse Assistant written and clinical competency evaluations. The clinical experience also reinforces principles of patient safety and comfort, infection control and respect for patients' rights.

Similarly, pharmacy technician apprenticeships provide structured training to maintain the high level of skill required in the pharmacy industry and arms the participants with a nationally-recognized, portable credential that will help them advance their career, whether or not they decide to remain with CVS Health. CVS Health first became involved with Registered Apprenticeship programs in 2005 as the first employer to launch a US DOL Registered Apprenticeship program for pharmacy technicians. Since

then, they have placed more than 1,500 individuals in Registered Apprenticeship career tracks in retail pharmacy/ management. They are committed to doubling that number over the next five years.

As a critical component of the high support services modality of this project, the project budget will include funds for stipends to help students persist in and complete their program. QCC was one of the only grantees in the first round of TRAIN grant to successfully implement and utilize stipends to support student retention and graduation. This was accomplished through a well-organized subcontract agreement with project partner WCAC. As a result, 93% of enrolled students successfully completed the training. Building off this success, stipends are again proposed and contingent upon attendance, performance, program completion and employment milestones. Payment of a weekly stipend will also assist participants in understanding the importance of receiving a weekly paycheck for work completed. Students who fail to come to class or are late to class will have their stipend prorated. It is our intention through this program to give the participants as close to real work simulation as possible.

Program Measures and Outcomes Project effectiveness will be evaluated through qualitative and quantitative measures. Formative data will be used to make mid-stream corrections, as well as summative data to assess outcomes. The Evaluator will be identified over the next month. The Evaluator will meet all QCC and partner staff involved in the project on a monthly basis. Meetings will focus on sharing project and student related data to inform on-going project activities. The Evaluator will provide an interim project report in a final report in August 2019. The reports will summarize findings to include project strengths and weaknesses; progress in meeting goals; unanticipated challenges and strategies to meet those challenges; numbers of students who enrolled, completed, participated in clinical/apprenticeship experiences, attained certifications, and job placements. The report will also describe the involvement of all project partners. Focus groups with partners and students will be conducted near the end of the project to determine the impact of the program on meeting identified goals and objectives.

Expected Outcomes	
Enrollments	40
Program Completers	36
Number of students to be placed in clinical internships/apprenticeships	36
Number of businesses participating in clinical internships/apprenticeships	4
Full-time employment within 6 months of completion	34

The expected outcomes from the proposed program include a reasonable cost per long-term unemployed individual. The direct cost per participant reflecting services provided is equal to \$5,241.

TRAIN Grant

State

Budget Worksheet

Expense	Requested Funds	Matching Funds	Total Requested & Matching Funds	Budget Narrative
Salaries	24,450	14,250	\$38,700	
Administrative	12,250	14,250	\$26,500	PT Program Coordinator to manage daily program operation; facilitate evaluation and reporting; & coordinate with all project partners @ \$35/hr x 10 hours/wk x 35 wks; QCC's Dean of Workforce Development for IN-KIND project supervision @ 15%
Support Staff	7,700		\$7,700	Clerical support person @\$11/hr 2-hrs/wk 35 wks
Instructional/Professional	4,500		\$4,500	90 Hours supplemental ESL instruction @ \$50/hr
Other (Describe)				
Payroll Tax*	423	5,218	\$5,641	Tax & fringe rates of 1.73% and 34.89% respectively.
Indirect**	19,059	7,126	\$26,185	10%
Travel	580		\$580	1,000 miles @ \$.58 per mile for project staff
Supplies and Materials	7,000	0	\$7,000	
Curriculum Books	4,000		\$4,000	textbooks, workbooks
Class Supplements	1,000		\$1,000	Student supplies
Other (Describe)	2,000		\$2,000	Certification testing fees
Subcontracts	9,000	0	\$9,000	
Faculty	6,000		\$6,000	MASSHIRE Career Ctr BOUNCE program, 4 cohorts @ \$1,500 per
Presenters	3,000		\$3,000	Worcester Credit Union Financial Literacy wkshp
Consultants	0		\$0	
Tuition and Fees	59,200		\$59,200	2 cohorts of 10 for pharm tech @ \$1460 per student and 2 cohorts of 10 for CNA @ \$1500 per student
Equipment	0	8,547	\$8,547	
Tablets, Computers			\$0	
Trade Tools		8,547	\$8,547	Space costs for C.N.A. lab
Food	0		\$0	
Transportation				
Other	89,945	43,248	\$133,193	
WCAC	81,945		\$81,945	Wraparound support services: case mgmt, life skills training, asset development, family support, childcare support, transportation (UBER gift cards), scrubs for clinicals, drug testing for pharm tech students, classroom and experiential learning stipends
Evaluator	8,000		\$8,000	Evaluator to assess and verify progress towards stated goals @\$160/hr
Employer Mentoring/ Supervision		43,248	\$43,248	Staff to participate in project, mentoring students, supervising clinical/apprenticeship experiences
TOTALS:	\$209,657	\$78,389	\$288,046	

* Any state entity applying for these grants is expected to submit payroll tax costs in alignment with the rates set by the Massachusetts State Comptroller. The FY19 payroll tax rate is 1.73%.

** This program is funded by state appropriation. Indirect costs are allowed up to 10%. If funds are transferred to awardees via a child account in MMARS, applicants should plan to charge overhead expenses to this funding source up to the dollar value that is equivalent to the cost calculated by applying the indirect rate.

Authorizing Signature:

Date:

9-20-18

Budget Narrative

1. Salaries
A part-time Program Coordinator is budgeted to manage the day-to-day program operation; facilitate evaluation and reporting; and closely coordinate with all project partners. This position is budgeted at \$35 per hour for 10 hours each week for two semesters or 35 weeks.
A part-time Clerical support person is budgeted to provide administrative support to the Program Coordinator and faculty. This position is budgeted at \$11 per hour for 2 hours per week for 35 weeks.
A part-time ESOL instructor is budgeted for direct expense to support an I-BEST integrated classroom instruction. This position is budgeted at 90 hours of supplemental ESOL instruction at \$50 per hour.
QCC's Dean of Workforce Development and Continuing Education is budgeted as In-Kind to this program to provide supervision and oversight. This position is calculated at 15% level of effort.
2. Payroll Tax
The FY19 payroll tax and fringe rates are 1.73% and 34.89% respectively.
3. Indirect
QCC's indirect rate is 10%.
4. Travel
Mileage is calculated at \$.58/mi for 1,000 miles to attend meetings with partners & employers.
5. Supplies and Materials
Curriculum textbooks and workbooks are budgeted at \$100 per student; student supplies are budgeted at \$25 per student. Certification testing is also included for Nursing Assistant students for \$100 per nursing student. Pharm Tech certification testing is only after 500 hours of employment.
6. Subcontracts
The MassHire Worcester Career Center will provide the BOUNCE work readiness program as part of classroom instruction. BOUNCE is budgeted at \$1,500 per week-long activity for four cohorts.
Also the Worcester Credit Union with receiving funding to provide financial literacy training for students of this program. This training is budgeted at \$750 per training for four cohorts.
7. Tuition and Fees
Tuition and fees are budgeted as follows: two cohorts of 10 pharmacy tech students at \$1460 per student and two cohorts of 10 CNA students at \$1500 per student.
8. Equipment
QCC has included the costs for use of its C.N.A. lab at the downtown campus as an In-Kind expense. This cost includes use of tools and equipment and is calculated at \$8,547.
9. Other
WCAC will provide the following under a subcontract with QCC: wraparound support services - individual case mgmt, lifeskills training, asset development, & family support at \$861 per student; childcare for dependents of students at \$200 per student; UBER cards at \$65 per student, scrubs for clinicals at \$20 per student; required drug testing for pharm tech apprenticeships @ \$81.25 each; stipends for classroom training - Pharm Tech: 20 students, 45 hours @ \$11.52 per hour and C.N.A: 20 students, 90 hours @ \$11.52 per hour; and experiential learning at @\$11.52 per hour for 30 hours and 40 students.
A TBD third-party evaluator to assess and verify progress towards goals @\$160 per hour for 50 hours.
Four employer partners have offered their staff to participate in this project In-Kind to mentor students and supervise clinical/internship experiences calculated at \$10,812 per employer.



CENTRAL REGION WORKFORCE BOARD

340 Main Street, Suite 400
Worcester, MA 01608
508.799.1590

September 12, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Mr. Cedrone:

Please accept this letter of support for the attached application for the "Training Resources and Internship Networks (TRAIN) Grant program being submitted by Quinsigamond Community College. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation. We therefore encourage your positive review of this application.

The Nurse Assistant & Pharmacy Technician training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment in this high-demand occupation.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Nurse Assistant or Pharmacy Technician as well as the wrap-around services that will be provided to the participants who will be long-term unemployed, low income individuals. These individuals are often in need of supports to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

The training and support services will cover key issues, such as literacy and numeracy, workplace readiness, case management, coaching, financial literacy, career advising, and interviewing as well as other areas specified in the grant application. Because these services are not provided in a vacuum, a stipend will be provided that will enable individuals to meet the day-to-day expenses that will still need to be met while in training.

Thank you very much for your consideration of this proposal. Should you have any questions, please feel free to contact me at 508.799-1509.

Sincerely,

Jeffrey Turgeon

A handwritten signature in blue ink that reads "Jeffrey Turgeon".

Executive Director
MassHire Central Region Workforce Board



MASSHIRE

WORCESTER CAREER CENTER
SOUTHBRIIDGE CAREER CENTER

340 Main Street, Suite 400 • Worcester, MA 01608 • 508.799.1600

Janice Ryan Weekes, Director

September 20, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Mr. Cedrone:

Please accept this letter of support for the attached application for the “Training Resources and Internship Networks (TRAIN) Grant program being submitted by Quinsigamond Community College. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation. We therefore encourage your positive review of this application.

The Nurse Assistant & Pharmacy Technician training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment in this high-demand occupation.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Nurse Assistant or Pharmacy Technician, as well as, the wrap-around services that will be provided to the participants who will be long-term unemployed, low income individuals. These individuals are often in need of supports to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

The training and support services will cover key issues, such as literacy and numeracy, workplace readiness, case management, coaching, financial literacy, career advising, and interviewing as well as other areas specified in the grant application. Because these services are not provided in a vacuum, a stipend will be provided that will enable individuals to meet the day-to-day expenses that will still need to be met while in training.

Sincerely,

Janice Ryan Weekes
MassHire Central Career Centers Director



WORCESTER COMMUNITY ACTION COUNCIL, INC.

The Antipoverty Agency for Central Massachusetts

484 Main Street, 2nd Floor ♦ Worcester ♦ Massachusetts ♦ 01608-1810

Telephone: 508.754.1176 ♦ Fax: 508.754.0203 ♦ Website: www.wcac.net

Board Chair

Noreen Johnson Smith

Executive Director

Jill C. Dagilis

Energy Conservation

Fuel Assistance

Head Start/ Early Head Start

Southbridge
508.765.4738

Healthy Families of Southern Worcester County

Southbridge
508.909.0061

Supplemental Nutrition Assistance Program (SNAP)

Volunteer Income Tax Assistance Program (VITA)

Job & Education Center



September 13, 2018

Mr. David Cedrone

Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Mr. Cedrone:

Please accept this letter of support for the attached application for the "Training Resources and Internship Networks (TRAIN) Grant program being submitted by Quinsigamond Community College. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation. We therefore encourage your positive review of this application.

The Nurse Assistant & Pharmacy Technician training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment in this high-demand occupation.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Nurse Assistant or Pharmacy Technician as well as the wrap-around services that will be provided to the participants who will be long-term unemployed, low income individuals. These individuals are often in need of

supports to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

As a core partner in the application, Worcester Community Action Council, Inc. (WCAC) will provide intensive case management with a coaching-style model, work readiness skill-building, and connections and referrals to critical community services to meet participant needs. Additionally, WCAC has the infrastructure and support services in place to manage the stipends for program and internship attendance as well as the stipends for childcare and transportation. WCAC is proud to be invited by Quinsigamond Community College as a partner and feels strongly that the agency's 50 years of experience in workforce development will be an asset in this important program.

Thank you very much for your consideration of this proposal. Should you have any questions, please feel free to contact me at 508-754-1176 ext. 120.

Sincerely,

Jill C. Dagitlis
Executive Director

A handwritten signature in blue ink that reads "Jill C. Dagitlis". The signature is fluid and cursive, with "Jill" and "C." being more stylized and "Dagitlis" having a more traditional look.



Where Members Come First

September 19, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Commissioner Cedrone:

Please accept this letter of support for the attached application for the “Training Resources and Internship Networks (TRAIN) Grant program. Worcester Credit Union is pleased to partner with Quinsigamond Community College and its other partners on this effort to assist the long-term unemployed on the road to self-sufficiency through training and employment. An important component of self-sufficiency is financial literacy and money management skills. As part of this initiative, Worcester Credit Union will be providing financial literacy workshops as well as one-on-one financial counseling to the program participants. We strongly believe that any improvement in financial literacy will have a profound impact on participants and their ability to provide for their future.

Please feel free to call me with any questions.

Sincerely,

A handwritten signature in black ink that reads "Karen E. Duffy".

Karen E. Duffy, President/CEO



Rick Laferriere
Lead Manager, Workforce Initiatives

75 Federal Street, 3rd Floor
Boston, MA 02110

p 401-665-6663
c 617-791-2562
f 401-216-0644

Richard.Laferriere@cvshealth.com

September 12, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Commissioner Cedrone:

Please accept this letter of support for the attached application for the “Training Resources and Internship Networks (TRAIN) Grant program. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation.

The Pharmacy Technician training and the internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience that complements and enhances the classroom learning.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Pharmacy Technician as well as the wrap-around services that will be provided to the participants who will be long-term unemployed, low-income individuals. These individuals are often in need of supports to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

Together the training and support services will cover issues such as English language proficiency, workplace readiness, case management, coaching, financial literacy, career advising and interviewing as well as other areas specified in the grant application. Because these services are not provided in a vacuum, a stipend will be provided that will enable individuals to meet the day-to-day expenses that will still need to be met while in training.

CVS Health is pleased to be a part of this opportunity and we look forward to being able to meet our workforce needs as a result of this grant. Should you have any questions, please feel free to contact me at 401-665-6663 or via e-mail at Richard.Laferriere@CVSHealth.com.

Sincerely,

Rick Laferriere
Lead Manager, Workforce Initiatives
CVS Health



87 Briarwood Circle • Worcester, Massachusetts 01606 • (508) 853-6910

September 13, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Commissioner Cedrone:

Please accept this letter of support for the attached application for the "Training Resources and Internship Networks" (TRAIN) Grant program. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation.

The Nurse Assistant training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Nurse Assistant as well as the wrap-around services that will be provided to the participants who will be long-term unemployed, low-income individuals. These individuals are often in need of supports to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

Together the training and support services will cover issues such as literacy and numeracy, workplace readiness, case management, coaching, financial literacy, career advising and interviewing as well as other areas specified in the grant application. Because these services are not provided in a vacuum, a stipend will be provided that will enable individuals to meet the day-to-day expenses that will still need to be met while in training.

Knollwood Nursing Center is pleased to be a part of this opportunity and we look forward to being able to meet our workforce needs as a result of this grant. Should you have any questions, please feel free to contact me at 508-852-9023 or via e-mail at daudet@knollwoodnursingcenter.com

Sincerely,

A handwritten signature in blue ink that appears to read "Daudet".

Deb Audet, RN, MSN/MHA
Director of Nursing Services

A Licensed Skilled Nursing Facility

Owned by Salem Community Corporation, a Not-for-Profit Organization

Established by the members of the First Baptist Church and Salem Covenant Church of Worcester, Massachusetts



www.overlook-mass.org

88 Masonic Home Road
Charlton, MA 01507

T 866-753-5429
F 888-965-0543

September 11, 2018

Mr. David Cedrone
Associate Commission – Workforce Development
Department of Higher Education
One Ashburton Place, Room 1401
Boston, MA 02108

Dear Mr. Cedrone:

Please accept this letter of support for the attached application for the "Training Resources and Internship Networks (TRAIN) Grant program. All partners have worked closely together to craft the concept and have offered insights, professional expertise, and recommendations for implementation.

The Nurse Assistant training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment.

The core partners in this application constitute a network that will, from outreach and referral, provide the required academic and practical skills necessary for employment as a Nurse Assistant as well as the wrap-around services that will be provided to the participants who will be long-term unemployed, low-income individuals. These individuals are often in need of support to ensure training completion and employment. These support services are often not available to them and effectively keep them locked into a cycle of unemployment and dependent on state assistance.

Together the training and support services will cover issues such as literacy and numeracy, workplace readiness, case management, coaching, financial literacy, career advising and interviewing as well as other areas specified in the grant application. Because these services are not provided in a vacuum, a stipend will be provided that will enable individuals to meet the day-to-day expenses that will still need to be met while in training.

Overlook Masonic Health Center is pleased to be a part of this opportunity and we look forward to being able to meet our workforce needs as a result of this grant. Should you have any questions, please feel free to contact me at 508-434-2262 or via e-mail at cdougherty@overlook-mass.org.

Sincerely,

Crystal Dougherty

Crystal Dougherty
Senior HR Business Partner



Sponsored by the Masonic Health System of Massachusetts.



September 10, 2018

Mr. David Cedrone
Associate Commissioner – Workforce Development
Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02108

Dear Mr. Cedrone:

Please accept this letter of support for the Quinsigamond Community College's application for the "Training Resources and Internship Networks (TRAIN) Grant program.

With the current shortage of nursing assistants available to our industry, I am excited at the thought of partnering with the school through this grant to provide this much needed training. The Nurse Assistant training and the clinical placement/internship required, assure that participating individuals will have not only the skills necessary to pass the required licensing exam, but also have an opportunity to get hands-on experience prior to employment. This will not only benefit us, but will give many students the opportunity to be trained to work and care for our elderly population. These support services that will be made available to them will give them a chance for a rewarding new career path that would otherwise not be available to them.

SALMON Health and Retirement is glad to be a part of this opportunity and we look forward to being able to better meet our workforce needs as a result of this grant. If you have any questions, please feel free to reach out to me via email at slaakso@salmonhealth.com.

Sincerely,

Scott Laakso

Scott Laakso
Director of Human Resources