

**Western Wisconsin Workforce Development Board, Inc.
2009 Summer Youth Employment Opportunity**



This plan is subject to change based recommendations from the Western Wisconsin Workforce Development Board, Inc. meeting on April 20, 2009 and further guidance from the US Department of Labor or the Wisconsin Department of Workforce Development.

BACKGROUND

The Economic Stimulus Bill will funnel funds to the Western Wisconsin Workforce Development Board, Inc. (WDB) through the WIA system. The funding is to be used to create a summer job program for low-income youth, ages 16 to 24, to participate in both work experience and career exploration, as well as to earn wages and give back to their communities.

Currently Couleecap, Inc. and Workforce Connections, Inc. are the service providers for the WIA Youth Program. Up to ninety percent (90%) of the stimulus package funding would be allocated to these current providers for the summer program. Up to ten percent (10%) of the funds may be allocated to the providers chosen under the WIA Youth Program procurement process effective July 1, 2009, as a supplemental allocation for a continuum of services for youth needing additional services to transition from the Summer Youth Employment Opportunity into employment or education.

Expectations are that the Summer Youth Employment Opportunity expenses, activities, and performance will be reported and tracked separately for accountability purposes. Therefore, the WDB Youth Unit will develop processes for reporting, enrollment and tracking, and general program guidelines. Whenever possible, the process will mimic current WIA processes. WDB Youth Unit will provide forms for eligibility, worksite agreements, job descriptions, injury reports, handbooks and orientation material, etc. The providers may then customize these forms for their use.



TIMETABLE FOR PROGRAM

The timetable for the program is eight weeks of youth involvement. Providers may implement the program starting June 15th or June 22. A suggested timetable follows:

March 12, 2009	Recruitment for staff, youth and worksites begin
March 12 to June 1, 2009	Eligibility verification and enrollment; work site enrollment
June 1 – 15, 2009	Staff on Board, Staff orientation and worksite orientation
June 15, 2009	SHADES OF GREEN Kick-off event
June 15 – 19, 2009	Orientation and Career Exploration
June 22 – August, 07 2009	Green Crew and worksite work
August 14, 2008	SHADES OF GREEN Celebration!

The orientation program and number or hours of work per week for *youth* may differ, based on the provider's choice. All youth will be paid for both the work experience and the orientation week.

PROGRAM DESIGN

SHADES OF GREEN Summer Youth Jobs Program will focus on careers and jobs in the green economy. Pending a definition of a Green Job from the Department of Labor, the Western Wisconsin Workforce Development Board will define a green worksite as one focusing on

- renewable energy sources (wind, solar, biofuels),
- organic produce and products,
- energy efficiency (weatherization, retrofitting of buildings, energy savings),
- green buildings, construction and landscaping,
- recycling, and/or
- ecology or the environment.

The intent of the program design is for youth and young adults (aged 16 to 24) to:

- Become “work ready” through an orientation and training program;
- Gain awareness of the industries involved in the green economy;
- Explore a few of the many green careers;
- Work in a “green job” and, if appropriate
- Become involved in community service
- Return to school or enter employment.



Worksites - The program will develop work experiences around the variety of industries, applications and careers that compose the emerging green economy. The focus for the Summer Youth Employment Opportunity is work at non-profit, governmental or community worksites; however, work at for-profit employers, covered by Unemployment Insurance will be allowed, providing the worksite can substantiate “green work.”

Based on provider choice, youth may either be placed at individual worksites under the supervision of a worksite manager; form a **Green Crew** to do community service and work on a variety of green project for a variety of community organizations or non-profits; or a combination of both. According to the Department of Labor funds may not be used for “any casino or other gambling establishment, aquarium, zoo, golf course or swimming pool.”

The WBD is submitting the following worksites as examples. Providers are encouraged to seek and explore other sites and emerging opportunities in alternative energy, sustainability and energy conservation.

Industries	Types of Employers	Work
Natural Resources	<ul style="list-style-type: none"> State Parks or Forests; Eco-Parks Gov’t Agencies (DNR, US Fish and Wildlife, USGS, Forest Service, etc.) Cities and Counties Ft. McCoy 	Clean-up; tree planting, trail maintenance; education and environmental awareness; fish hatchery work; rip-rapping, river biology, flood repair, island building and cleanup; Invasive species work; environmental surveys.
Green and Sustainable Communities	Community Gardens, recycling and re-use centers; City or county governments	Planting and harvesting; recycling jobs; city park and street maintenance and beautification.
Construction	Non-profit community housing projects,	Green construction, retrofitting buildings, insulation projects, education
Energy	Renewable energies; energy conservation; wind farms;	Education and awareness, surveying,
Organic Farming and Food	Non-profit organic farms or factories; Food Co-ops; Food Pantries; Food Recovery Programs; Community Sustainable Agriculture	Food distribution and recovery, nutrition and education programs, organic farming help, community gardens; delivering food orders; packing boxes, etc.
Other	Libraries and schools; Nature Valley Conservatory or environmental non-profits, summer camps	Developing green awareness programs, working with sustainability managers, education



Other sites and types of jobs may be included; however it is expected that all youth experience have at least a project focus on green jobs. A few examples include:

Libraries -Youth placed to work at a library, could also devote time to a special project such as composing reading lists of book about green topics, developing a display about the greening economy, or reading stories about conservation or ecology efforts during children's hour.

Schools – A youth placed at a school may incorporate learning about how the school is taking efforts to be energy efficient and/or develop a plan in conjunction with the staff to help implement the use of energy efficient light bulbs and other energy savings.

Green Crew – Groups of youth may form a **Green Crew** to work under the supervision of a **Green Crew Leader** and site supervisor. Group work may be developed specifically for a site as described in the individualized sites or may be developed by the corps. A few examples include but are not limited to:

Community Gardens – A crew might work in a community to develop and maintain a community garden. Youth would plant the garden, develop and implement an awareness campaign, schedule volunteers, distribute the produce to local food pantries or low-income, develop a pricing and sales strategy to sell excess produce at farmer's markets, keep logs of harvest and sales, etc. A parallel program may include raising chickens to furnish food pantries with eggs.

Green Communities – A crew of youth may work in conjunction with many city or county organization to develop and implement a community awareness and sustainability project. The youth would develop, plan, organize, implement a project or projects, prepare reports and speak at local organizations. Youth could develop trail systems, help cities prepare bike route information and routes, develop and implement a "share a bike" program, and other green initiatives.

Ecology Projects – A crew could work in cooperation with the parks, state and federal governmental agencies on projects to sustain the environment or mitigate environmental issues. For example, a regional campaign/video about the flying carp and other invasive species to be used at libraries, schools etc. The youth would keep logs of the projects; develop reports or presentations to share in the community.

While crews may cycle through a variety of green industries in order to expand the breadth of career exploration, it is recommended that youth or young adults placed in individual work will remain with one site the entire work period.

Scheduling and Pay – It is suggested that each youth work between 20 and 30 hours per week. Youth will be paid time spend in orientation and at the worksite. Youth and young adults must



be paid at least minimum wage but may have differing pay levels. Providers must be mindful of minimum wage and equal pay for equal work regulations and will be called on to substantiate wage levels if called into question. The WDB expects that all current workplace safety guidelines and applicable federal/state wage laws will apply. Minimum wage requirements must be followed. The federal minimum wage will be \$7.25 as of July 24, 2009. It is recommended that the higher minimum wage standard be incorporated for the entire program. Other federal law may be found at <http://www.youthrules.dol.gov/about.htm> and <http://www.osha.gov/teens>.

Orientation Week – The program will begin with one week of orientation to the program, work readiness and Green Jobs curriculum. Youth will attend an orientation session at sites to be chosen by the providers. Suggestions include:

- Prairie du Chien – for youth/young adults in Crawford County
- La Crosse – for youth/young adults from La Crosse County
- Viroqua – for youth/young adults from Vernon County
- Tomah or Sparta– for youth/young adults from Monroe County
- Mauston or New Lisbon for youth/young adults from Juneau County
- Black River Falls youth/young adults in Jackson County
- Independence –for youth/young adults in Buffalo and Trempealeau Counties

Required topics and activities for orientation week will include:

- Work readiness and TABE Assessments
- Overview of the Green Economy
- Safety Training (outline provided)
- Financial Literacy training
- Introduction to paycheck/how payroll will be handled
- Career exploration
- Leadership development
- Introduction to blog/journals
- Overview of SYP and expectations
- Emphasis on returning to or continuing secondary/post secondary education

Field trips and Speakers – It is recommended that Field trips showcasing Green Jobs be incorporated into the program design either during orientation week or throughout the project.

Staffing – Couleecap, Inc. and Workforce Connections, Inc. will each have staffing to implement an effective Summer Youth Employment Opportunity in their respective areas. While each provider may choose how to best address staffing, each should have a point of contact for the program and youth coaches or Green Crew Leaders, as appropriate, based on the each provider’s design of the program.



- **Youth Coaches** – The Youth Coach will be responsible for enrollment of youth, development of service strategies for youth, assignment of work to worksites, worksite development and communication, and monitoring of each worksite.
- **Green Crew Leader**– If the service provider chooses to institute a **Green Crew** then one adult, student teacher intern, or community volunteer (AmeriCorps) will be assigned to oversee the projects and work day to day with the youth. The Green Crew Leader would be responsible for taking direction from the worksite supervisor and translating it to job tasks for the crew, if the worksite supervisor was not on-site for direct supervision.

RECRUITMENT AND ENROLLMENTS

Youth - Couleecap, Inc. and Workforce Connections, Inc. will handle the recruitment for the respective programs based on the eligibility guidelines in the stimulus package. The recruitment process may begin immediately. The United States Department of Labor has given the authority to incur cost.

The Western Wisconsin Workforce Development Board, Inc. will develop a common marketing strategy around the green jobs theme and generate flyers and posters that can be used for recruitment purposes. In order to have an effective recruitment process that will generate referrals for appropriate enrollments, it is suggested that any of the following methods be used:

- Sharing information through the high school counselors and on-site recruitment at the high schools;
- On-site recruitment at the Boy's and Girl's Clubs, Teen Centers, YMCA or YWCA, Reality Stores and other community sites targeting teens;
- Recruitment fairs within the community – at libraries, community centers, city halls or established fairs, like Career Fest;
- Postings in newsletters, church bulletins, posters placed at grocery and discount stores and other places targeting parents or guardians or older youth;
- PSAs to local radio and TV stations.

A logo will be available for use on t-shirts, signage or other marketing materials.



Eligibility – Eligibility guidelines will be the same as for the WIA youth program. The program will give priority to youth not enrolled in the WIA year round program. Youth currently enrolled in the WIA program may only be enrolled in the summer program, if extenuating circumstances exist, and with approval from the WBD Youth Coordinator.

The Youth Council and WBD strongly encourage alignment with the Department of Labor’s focus on the neediest youth and outreach to any youth who may need additional help with summer employment or success in the world of work. Therefore, enrollments should be focused on out-of-school youth, those most at risk of dropping out or non-completion, youth in and ageing out of foster care, youth offenders, those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Native American Youth and youth with disabilities.

The Department of Labor suggests that more emphasis should be put on the older youth to age 24. The WBD expects that that low income youth ages 16 to 24 will be served, but recommends special emphasis on the older youth. At least 30% of the enrollments in the program are required to be out-of school youth.

Enrollments should occur throughout the Workforce Development area according to the allocation formula, following the planned enrollments as drafted below. This chart is subject to change based on the final allocations.

Workforce Connections, Inc.	Percentage	Total Funds Available	Less 10% for Year Around	Participants	Cost Per Participant
<i>Buffalo</i>	4.50%	\$14,259	\$12,833	5	\$ 2,851.86
<i>Trempealeau</i>	8.80%	\$27,885	\$25,096	9	\$ 2,851.86
<i>Jackson</i>	7.30%	\$23,132	\$20,819	7	\$ 2,851.86
<i>Crawford</i>	6.70%	\$21,230	\$19,107	7	\$ 2,851.86
<i>Juneau</i>	9.20%	\$29,152	\$26,237	9	\$ 2,851.86
Total Workforce Connections, Inc.	36.50%	\$115,658	\$104,092	37	
Coulecap, Inc.	Percentage	Total Funds Available	Less 10% for Year Around	Participants	Cost Per Participant
<i>Monroe</i>	15.80%	\$50,066	\$45,059	16	\$ 2,851.86
<i>Vernon</i>	12.20%	\$38,658	\$34,793	12	\$ 2,851.86
<i>La Crosse</i>	35.50%	\$112,490	\$101,241	36	\$ 2,851.86
Total Coulecap, Inc.	63.5%	\$201,214	\$181,093	64	
Total WDA	100.00%	\$316,872	\$ 285,185	101	\$ 2,851.86



Follow-Up- Local Workforce Development Boards have the authority to determine the level of follow-up provided to individuals enrolled in the Summer Youth Employment Opportunity. The WDB has determined that the Summer Youth Employment Opportunity Program have a 3 month or 1 quarter follow-up period.

Worksites Recruitment – Couleecap, Inc. and Workforce Connections, Inc. would be responsible for recruitment of worksites that have either individual positions with a “green jobs” focus or sites where “Green Crews” can provide the labor. The focus for the Summer Youth Employment Opportunity is work at non-profit, governmental or community worksites; however, work at for-profit employers, covered by Unemployment Insurance will be allowed, providing the worksite can substantiate “green work.”

Whenever possible, the design for the older youth and young adults should incorporate on-the-job training through subsidized employment that leads to unsubsidized employment.

PERFORMANCE

Work Readiness – The 2009 Summer Youth Employment Opportunity, performance will be measured on work readiness and program completion. Work readiness is defined at http://wdr.doleta.gov/directives/attach/TEGL17-05_AttachB.pdf.

The measurable increases include:

- Work Awareness, including necessary “life skills”;
- Labor Market Knowledge and occupational information
- Career Planning
- Job Search Techniques (resumes, interviews, applications, and follow-up letters)
- Financial Literacy

During orientation and near the end of the program, each youth will self-evaluate by filling on a standardized work-readiness survey. The WDB Youth Unit will analyze the pre and post surveys for measureable outcomes. The goal for increases in the work-readiness outcome is a gain of 10%.

Employment and Completion Rates – Providers will be required to track the number of participants in summer employment as well as the program completion rate. The percentage formula to be used is:

$$\frac{\text{\# of youth who complete summer employment}}{\text{\# of youth enrolled in the program}} \times 100\%$$



Other Requirements – Other requirements for the youth include:

- **Assessments** - All youth will take the work readiness assessment during the enrollment or orientation process.
- **Employability Plan** - Each youth will have an employability plan that outlines the measurable outcomes and work to be achieved.
- **Resume** - Youth will develop a resume that outlines his or her experience and draft a cover letter
- **Journal or Blog** - All youth will be required to maintain a weekly journal or participate in a blogging experience. The WDB staff will set up a blog site for each provider. The WDB Youth coordinator will initiate the discussion on the blog. Service providers will ensure that each youth either posts to the blogging site or maintains a journal.
- **Return to school or employment** - All youth will either return to a school component or enter employment at the end of the program.
- **Workplace Guidelines** – The WDB expects that all current workplace safety guidelines and applicable federal/state wage laws will apply. Minimum wage requirements must be followed. The federal minimum wage will be \$7.24 as of July 24, 2009. It is recommended that the higher minimum wage standard be incorporated for the entire program. Other federal law may be found at <http://www.youthrules.dol.gov/about.htm> and <http://www.osha.gov/teens>

The youth coaches and/or worksite supervisors will evaluate each youth on progress with positive work behaviors including:

- Punctuality and Attendance
- Positive Work Habits
- Teamwork
- Following instructions and completing tasks,
- Accepting feedback from supervisors and co-workers, and
- Accomplishment of tasks.

The Youth Coaches and Worksite supervisors will also use a standardized survey to evaluate the youth. Surveys will be prepared and analyzed by the Workforce Development Board, Inc. youth unit.



REPORTING

The WDB is requiring transparency in all aspects of the Summer Youth Employment Opportunity Program. Reports will be submitted to the WDB Youth Program Coordinator who will in turn, email the reports to members of the Youth Council on the following schedule:

Due to Youth Coordinator	Emailed to Youth Council Members
Program Progress Reports <ul style="list-style-type: none"> • May 12 • June 9 • July 7 • August 11 	Program Progress Reports <ul style="list-style-type: none"> • May 15 • June 12 • July 10 • August 15
Final Program Report <ul style="list-style-type: none"> • September 15 	Final Program Report <ul style="list-style-type: none"> • September 18

The WDB Youth Unit will establish the report format; however the reports will include at a minimum the following

- Breakout of program vs. participant expenditures
- Total wages paid to participants
- Worksites recruitments and placements
- Number of youth recruited vs. number participating in program
- Program standard measurements as appropriate

Youth Council members will be notified of the workplace monitoring schedule so they may participate in site visits.

ROLES of the WDB and the SERVICE PROVIDERS

The responsibilities of the WDB and the service providers are as follows:

Workforce Development Board Youth Unit

- Developing overall design and recommendations for the program;
- Planning the allocations distribution and numbers to be served;
- Developing of forms, processes , guidelines, and materials, including a branding and marketing campaign to be used by the providers;
- Establishing a reporting mechanism and tracking tool that will delineate the Summer Youth Employment Opportunity from the WIA Program;
- Developing the pre- and post surveys and other tools to determine gains in workplace readiness;
- Analyzing gains in work readiness and other performance measures outcomes;
- Monitoring the overall program, including selected worksite and case files monitoring;
- Reporting to funding sources; and
- Providing technical assistance to the providers on program design, training, eligibility etc.



Providers:

- Recruiting staff, youth/young adults and worksites;
- Developing and monitoring the budget for their respective programs and ensuring that all costs are allowable, appropriate and follow the guidelines;
- Ensuring that the number of youth/young adults and worksites recruited are appropriate;
- Ensuring that case management procedures are aligned with WIA and appropriate for the Summer Youth Employment Opportunity;
- Assessing the youth for work readiness and TABE;
- Ensuring worksite agreement and job outlines for youth follow the recommended design and meet performance, program and/or monitoring expectations.
- Training staff on the program;
- Applying the program design to best serve the youth and young adults in each respective area;
- Developing and providing the week of orientation;
- Monitoring of worksites to ensure that appropriate activities are occurring;
- Meeting deadlines and requirements for reporting; and
- Ensuring quality in programs;

