

ATTACHMENT A
FY2014 Massachusetts WIB Certification

LOCAL WORKFORCE INVESTMENT BOARD
CERTIFICATION PACKAGE

MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD

Workforce Investment Board Name

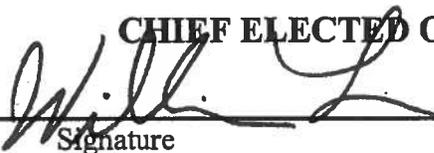
LOWER MERRIMACK VALLEY

Workforce Investment Area

Submitted for Certification Review to

Massachusetts Department of Career Services

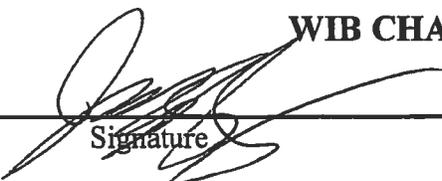
CHIEF ELECTED OFFICIAL:

 10-21-13
Signature Date

William Lantigua, Mayor, City of Lawrence

Typed Name and Title/City

WIB CHAIR:

 Oct. 21, 2013*
Signature Date

Joseph Bevilacqua, President & CEO, Merrimack Valley Chamber of Commerce

Typed Name and Title/Company Name

* Note: Signatures attest to agreement of Chief Elected Official and Workforce Investment Board Chair related to the assurances and documents contained within this Certification package.

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**LOCAL WORKFORCE INVESTMENT BOARD CERTIFICATION
CONTACT INFORMATION**

Merrimack Valley Workforce Investment Board
Workforce Investment Board Name

Principal Contact

Typed Name: Rafael Abislaiman

Title: Executive Director

Mail Address: 439 South Union Street, Bldg. 2, Suite 102, Lawrence, MA 01843

E-mail Address: rabislaiman@mvwib.org

Telephone: 978-682-7099

Fax Number: 978-797-1901

The person named above will be the individual that state reviewers will contact if there are questions or additional information is needed.

Chief Elected Official

Typed Name: William Lantigua

Title: Mayor, City of Lawrence

Mail Address: City Hall, 200 Common Street, Lawrence, MA 01840

E-mail Address: WLantigua@cityoflawrence.com

Telephone: 978-620-3010

Fax Number: 978-722-9200

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Workforce Investment Board Chairperson

Typed Name: Joseph Bevilacqua

Title: President

Mail Address: _____

E-mail Address: jjb@merrimackvalleychamber.com

Telephone: 978-686-0900

Fax Number: 978-794-9953

Workforce Investment Board Director

Typed Name: Rafael Abislaiman

Title: Executive Director

Mail Address: 439 South Union Street, Bldg. 2, Suite 102, Lawrence, MA 01843

E-mail Address: rabislaiman@mvwib.org

Telephone: 978-682-7099

Fax Number: 978-797-1901

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ASSURANCES

1. Conflict of Interest:

Appointed members of the Local Workforce Investment Boards are "special state employees" within the meaning of the Massachusetts Conflict of Interest Law, G.L. c. 268A, §S 1-25, and, therefore, are subject to the provisions of that statute. The State Ethics Reform Law, G.L. c. 268A, § 28, imposes education and biennial online training requirements on public employees, including individuals appointed to Local Workforce Investment Boards. In order to comply with the requirements of the statute Local Board Members will be provided with a Summary of the Conflict of Interest Law prepared by the State Ethics Commission, and a frequently asked questions instructional document outlining the education and training requirements. All members of Local Boards must submit the attached acknowledgment form indicating that they are aware of the various legal requirements relating to the Conflict of Interest Law.

The online training must be completed every two years. If individuals have already completed the on-line training during 2012, they do not have to repeat the training at this time, but may simply submit a copy of the State Ethics Commission Receipt. If individuals have not taken the Online Training Program yet, or if they completed the training prior to 2012, they must complete the training within thirty (30) days of receipt of this notice. The LWIB will develop a fair and impartial review process, which incorporates in its by-laws a conflict of interest statement that is in compliance with the Commonwealth of Massachusetts conflict of interest laws (MGL Chapter 268A and B). This statement will ensure that no LWIB member may participate in discussions or vote on proposals in which the member has a financial or other interest as described in the statement. A signed Conflict of Interest Statement for each member must be kept on file.

- i. **Reference: Ethics Site for the Summary of the Conflict of Interest Law for State Employees** <http://www.mass.gov/ethics/education-and-training-resources/implementation-procedures/state-employees-summary.html>
- ii. **Biennial Online Training**
- iii. <http://www.mass.gov/ethics/new-online-programs-available-december2012.html>

- 2.** Section 117 (e) of the Workforce Investment Act of 1998, and the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, impose certain obligations on Local Workforce Investment Boards. Among these obligations are the legal requirements to conduct all business in an open and transparent manner. The purpose of the Open Meeting Law is to ensure transparency in the deliberations on which public policy is based. The Local Board must assure compliance at all times with the Open Meeting Law by, among other things, posting all meeting notices in a manner consistent with the law, by opening all meetings up to the public to attend, and by keeping accurate minutes of all meetings. Local Boards are

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being provided links to the Massachusetts Open Meeting Law, Open Meeting Regulation, and the Open Meeting Law Guide.

The LWIB ensures that it will conduct business in an open manner as required under Section 117(e) of the Workforce Investment Act and consistent with the Massachusetts Open Meeting Laws

Reference: Open Meeting Law Attorney General website.

Open Meeting Law: <http://www.mass.gov/ethics/new-online-programs-available-december2012.html>

Open Meeting Law Regulation: <http://www.mass.gov/ago/government-resources/open-meeting-law/940-cmr-2900.html>

Open Meeting Law Guide: <http://www.mass.gov/ago/government-resources/open-meeting-law/attorney-generals-open-meeting-law-guide.html>

3. The LWIB assures that current policies and procedures in place for the local workforce investment area for complaint resolution are consistent with WIA regulations and the Commonwealth's procedural guidance as defined in MassWorkforce Issuance # 11-27 Unified Workforce Investment System Complaint Process.
4. The Chief Elected Official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under Sections 128 and 133, unless the Chief Elected Official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability. (WIA, Section 117 (d) (3)(B)(i)(I))
5. The designated Chief Elected Official serves as the local grant recipient for a local area and may designate an entity to serve as a local grant sub-recipient for such funds, or as a local fiscal agent. Such designation shall not relieve the Chief Elected Official or the Governor of the liability for any misuse of grant funds as described in sub clause (I). (WIA, Section 117 (d)(3)(B)(i)(II))
6. The local grant recipient or an entity designated as the fiscal agent shall disburse such funds for workforce investment activities at the direction of the local board, pursuant to the requirements of WIA, if the direction does not violate a provision of this Act. The local grant recipient or fiscal agent shall disburse the funds immediately on receiving such direction from the local board. (WIA, Section 117 (d)(3)(B)(i)(III))
7. The LWIB will enter into a formal agreement with the Chief Elected Official clearly detailing the partnership between the two entities for the governance, review and oversight of Local Workforce Investment Activities (LWIB/CEO Agreement Template provided).

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8. Consistent with Section 118 of WIA, each local board in partnership with the Chief Elected Official for the local area involved shall develop and submit an annual plan to the Governor. (WIA, Section 117 (d)(1))
9. The LWIB, LWIB staff and any organization that directly provides staff to the LWIB may not provide WIA services (including Wagner-Peyser) in the local workforce investment area, i.e., core, intensive, or training, or participate in the management or operations of the local One Stop Career Center
10. Consistent with section 121(d) of WIA, the local board, with agreement of the Chief Elected Official shall designate or certify one-stop operators as described in section 121(d)(2)(A); and may terminate for cause the eligibility of such operators. (WIA, Section 117 (d)(2)(A)(i & ii)).
11. The local board shall develop a budget for the purpose of carrying out the duties of the local board under WIA subject to the approval of the chief elected official.” (WIA, Section 117 (d)(3)(A))
12. The local board, in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under Section 129 of WIA, local employment and training activities authorized under Section 134, and the one stop delivery system in the local area. (WIA Section 117 (d)(4))
13. The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local performance measures as described in Section 136 of WIA. (WIA Section 117 (d)(5))
14. There shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the chief elected official for the area. (WIA Section 117 (h)(1))
15. The local board shall assist the Governor in developing the statewide employment statistics system described in Section 15(e) of the Wagner-Peyser Act. (WIA Section 117 (d)(6))
16. The LWIB/Fiscal Agent will utilize a procurement process that maximizes open and free competition. Procurement standards as delineated at 2 CFR, Part 215 (*Uniform Administrative Requirements for Grants and Agreements With Institutions of Higher Education, Hospitals and Other Non-Profit Organizations*), MGL Chapter 30b and 29 CFR 95.40-48 must be followed as appropriate. The LWIB/Fiscal Agent must be aware of organizational conflicts of interest or other practices that may reduce competition. Written procurement procedures demonstrating compliance with Public Law 105-220 Section 117 (d)(2)(B, C and D) of the Workforce Investment Act of 1998 covering the solicitation and award of contracts for goods and services and records sufficient to adequately document each procurement must be maintained.

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17. The Board assures that it and the local one-stop career center operator will carry out all activities relevant to the provision of each program covered under the Annual Business Plan in accordance with all Federal/State policies and procedures. The Board further assures that a schedule for the monitoring of the Board and local one-stop career center activities will be developed and agreed upon in concert with the Department of Career Services (DCS).
18. The Board assures that no funds provided through the Workforce Investment Act of 1998 and other programs as designated by the Commonwealth shall be used for, political activity, lobbying (29CFR 93/PL 101-121,319/31USC1352) or propaganda purposes. Compliance with the Hatch Act is also applicable where required.
19. The LWIB assures that it will focus its efforts on meeting the needs of local employers in both the state and local workforce systems. The LWIB assures that it will provide that connecting, brokering and coaching activities will occur that support these efforts. (Public Law 105-220, Section 117 (d)(8))
20. The LWIB assures that linkages have been made by the LWIB with area employers and economic development agencies in order to ensure a well-coordinated and non-duplicative workforce investment system in the region.
21. Pursuant to Section 117 of the Workforce Investment Act of 1998 the Local Workforce Investment Board must be comprised of representatives of certain unique and specific members of the statewide workforce investment system. The Local Board, among other functions, sets policy for the portion of the statewide workforce system within its area. As such, the Local Board, in its entirety, must vote on such matters as the local workforce investment plan. See WIA, §118; 20 CFR 661.300; 20 CFR 661.345.
22. WIA (sec. 117 (e)): Sunshine Provision – The local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth activities, and on request, minutes of formal meetings of the local board.

**AGREEMENT BETWEEN
THE MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD
AND
THE MAYOR OF THE CITY OF LAWRENCE, MASSACHUSETTS**

THIS AGREEMENT is made by and between the Merrimack Valley Workforce Investment Board (MVWIB, or "the Board") and the Mayor of the City of Lawrence, Massachusetts, as the Chief Elected Official (CEO) of the Merrimack Valley Workforce Investment Area.

WHEREAS, the Governor of the Commonwealth of Massachusetts has designated the Cities and Towns of Lawrence, Andover, North Andover, Methuen, Haverhill, Newburyport, Georgetown, Groveland, Rowley, Newbury, West Newbury, Salisbury, Amesbury, Merrimack, and Boxford as a Workforce Investment Area (the Area) under the Workforce Investment Act of 1998 (hereinafter referred to as WIA);

WHEREAS, the Board and CEO desire to ensure the provision of job training and employment opportunities which will lead to maximum employment opportunities and enhance the self-sufficiency of economically disadvantaged and other persons in the region; and

WHEREAS, the purpose of this agreement is to provide a basis for cooperation and a partnership between the Board and CEO, which will lead to the success of the Merrimack Valley employment and training system within the Workforce Investment Area; and

NOW THEREFORE, in consideration of the promises and the mutual covenants and obligations contained herein, the Board and the CEO hereby agree to the following provisions as the governing principles of their partnership, defining the roles and responsibilities of each party.

I. ROLES AND RESPONSIBILITIES:

A. The CEO and City of Lawrence

1. The Governor of the Commonwealth of Massachusetts has designated the City of Lawrence ("the City") as the Grant Recipient under Public Law 105-220, and as such is the fiscally liable party for grant funds under WIA Title I Adult, Dislocated Worker and Youth Programs, and for such other workforce development funds it receives under Sections 128 and 133 of the Workforce Investment Act of 1988. In this capacity, the City shall act as the fiscal agent for receipt and administration of WIA Title I grant funds, and may act as Grant Recipient for other workforce or training related funds (the funds), provided that receipt of such funds shall be subject to written agreement and procedures between the Board and CEO for accountability of such funds.
2. The CEO shall select and appoint members of the local Workforce Investment Board in accordance with the procedures set forth under WIA Sec. 117 in conjunction with state policy, the MVWIB By-laws, and the MVWIB Diversity Plan. In making Board appointments the CEO will consult with other Mayors, town officials, and business associations in the area to ensure representation by the geographic, ethnic, and cultural diversity of the Merrimack Valley population. Current Board membership includes

representation from eight (8) of the region's fifteen (15) municipalities; and, twenty-four (24) of the thirty-six (36) private sector businesses are representative of critical and emerging industries as identified in the region's Labor Force Blueprint. The region is comprised of three major metropolitan areas, Greater Lawrence, Greater Haverhill, and Greater Newburyport. The Board is currently comprised of 12 private-sector members from Greater Lawrence; 8 private-sector members from Greater Haverhill; and 8 private-sector members from Greater Newburyport. Eight of our fifteen municipalities are represented on the Board. The CEO shall maintain a goal and endeavor to make future appointments to the Board resulting in representation from a minimum of 50% of the region's municipalities, as well as representation from a minimum of 50% of the region's critical and emerging industries. The CEO shall endeavor to make future appointments giving preference to minority and women nominations in order to make the Board more reflective of the region's demographics. The CEO shall ensure that all legally required parties are represented on the Board. Appointments shall be for staggered three-year terms. Notwithstanding the foregoing, all members shall serve at the pleasure of the CEO. Such removal shall become effective immediately upon delivery of the written notice.

3. The CEO will ensure that units of government in the region participate in Workforce Development activities by encouraging the participation of the Economic Development Directors of the five (5) major cities to the MVWIB, and ensuring that all cities and towns are notified of meetings and events. In addition, the CEO will encourage and promote, no less than annually but more frequently if necessary, "workforce development roundtable discussions" with stakeholders from throughout the region, including municipal officials, business associations, and private sector representatives in order to hear and communicate regional issues and concerns for inclusion in future MVWIB strategic planning.
4. Private-sector candidates must be nominated by local business organizations and business trade associations, and reflect the industrial and geographic composition of the business community. Education candidates must be nominated by regional or local educational agencies, institutions and organizations representing such local entities. Nominations for the local provider candidate representing Adult Education and Literacy (WIA Title II) must be made by the Massachusetts Department of Education. Labor candidates must be nominated by local labor federations (or if no employees are represented by such labor organizations-other representatives of employees). To the extent required by law, nominations must be by letter and shall be kept on file locally by the WIB.
5. Direct appointments by the CEO include Community Based Organizations including: those representing individuals with disabilities and veterans for local area in which there is such an organization; private economic development entities; One-Stop Career Center partners that carry out activities at the local level and other partners from state/regional agencies, including but not limited to the lead partner; and other agencies representing appropriate entities at the discretion of the CEO.
6. All membership vacancies must be filled within 90 calendar days, and all One-Stop Career Center partnership vacancies must be filled within 60 calendar days.
7. The CEO shall designate the WIA Title I Administrator, who has fiduciary responsibility and fiscal oversight on the CEO's behalf for all funds for which the City holds liability.

The Title I Administrator shall report directly to the Chief Elected Official.

8. The Valley Works Career Center is a workforce development collaboration of the City of Lawrence Department of Training and Development (DTD) and the Division of Career Services chartered by the MVWIB. DTD is the lead agency for the two Valley Works Career Centers in Lawrence and Haverhill. The Valley Works Career Center is primarily funded by various grants and allocations through WIA, the Commonwealth Corporation, the Division of Career Services, the Massachusetts Department of Labor and Workforce Development, the Department of Transitional Assistance, The U.S. Department of Labor, the Department of Education, and the Commonwealth of Massachusetts.

The Executive Director of the ValleyWorks Career Center shall report directly to the MVWIB Executive Director regarding ValleyWorks's performance in relationship to the implementation and attainment of goals and objectives contained in the MVWIB Annual and Strategic Plans, and any other grants or initiatives operated through the ValleyWorks Career Centers over which the MVWIB has oversight and administrative responsibility. The ValleyWorks Executive Director will provide the MVWIB Executive Director with the information needed by the MVWIB in order for it to carry-out its monitoring and oversight role. Both the MVWIB Executive Director and the One-Stop Career Center Executive Director shall report to the CEO.

9. The City, through Title 1 Administrator utilizing the DGA as fiscal agent, will be responsible for the accountability of the funds for which the City is liable through the utilization of sound administrative and financial management systems, including audit provisions, development of contract documents for subcontractors and sub-recipients selected to provide services according to the provisions of this Agreement.
10. The One-Stop Career Center, chartered by the MVWIB, is encouraged to directly pursue and receive other workforce development related grant funds, utilizing the assistance as necessary of DGA and/or MVWIB staff. DGA will act as the fiscal agent for any and all funds received for which the City of Lawrence is the grant recipient and will be under the oversight of the WIA Title I Administrator representing the CEO.
11. The CEO is committed to an inclusive approach to working with other mayors in the region. The CEO will endeavor to meet with other governmental leaders biannually to discuss and act on regional workforce development issues.

B. The Merrimack Valley Workforce Investment Board

1. The Merrimack Valley Workforce Investment Board shall serve as the Workforce Investment Board for the Lower Merrimack Valley Workforce Investment Area; in that capacity it shall provide oversight and administration of the workforce development system across the area pursuant to the provisions of the WIA and other workforce funding source law, regulation or requirements. With respect to this Agreement, the term "oversight and administration shall mean resource planning, development and allocation, performance management and review, examination, inspection, monitoring and evaluation of program activities and performance as opposed to supervise and/or manage and/or operate programs that provide direct services to individuals.

2. At least annually the DGA on behalf of the MVWIB shall develop a draft budget for carrying out the duties of the Board as described in Section 117 (d)(3)(A) of the WIA of 1998. The budget shall be amended as necessary to receive MVWIB approval. It shall be submitted to the CEO for final approval prior to submission to the State. The Board shall follow all applicable state and federal policies and procedures. All MVWIB funding shall be managed through the DGA under the supervision of the MVWIB Executive Director and the WIA Title I Administrator.
3. The Board shall work with all partners, including businesses, education and training providers, and community-based organizations to ensure and advocate for the most efficient use of funding, and to achieve collaboration and maximization of resources between organizations for the benefit of all partners.
4. Consistent with section 121(d), the Board, with the agreement of the CEO, shall designate or certify one-stop operators and may terminate for cause the eligibility of such operators. The process for designation and performance review of the One-Stop Career Center is based on the Charter Agreement, agreed upon performance standards, and an objective review of the attainment of those performance standards. The certification and/or termination of the Career Center operator must have the agreement of the CEO.
5. The Board shall solicit and accept grants and donations from sources other than Federal funds made available under WIA for purposes consistent with its functions and responsibilities under this Agreement. Functions and responsibilities do not normally include programmatic operation.
6. The Board shall keep accurate records of Board member appointments, including the name and address of the appointee, the effective date of appointment, expiration date of appointment, and category represented by the member (i.e. private sector, labor, etc.).
7. The Board shall be responsible for maintaining letters of nomination submitted by local business organizations and business trade organizations; regional or local educational agencies, institutions, or organizations representing such local entities; the Massachusetts Department of Education; local labor federations and other groups of organized labor; and other individuals and organizations.
8. The Board shall promptly notify the CEO and appropriate oversight agencies, in writing, of any Board member resignations and shall advise the CEO, in writing, at least 60 days prior to the expiration of a Board member's term of office.
9. The Board will have in place a conflict of interest policy which incorporates in its bylaws a statement in compliance with the Massachusetts conflict of interest laws (M.G.L. Chapter 268A and B). The Board is responsible to ensure that all Board and Youth Council members sign a Conflict of Interest form and that such form is updated as necessary and kept on file at the Board office. (A copy of the Form is attached hereto as Attachment A.) No appointment shall be in force until the execution of a Conflict of Interest statement.
10. The Board shall act in accordance with the Massachusetts Open Meeting Law (M.G.L. c. 39, § 23B et. seq.) and shall post all of its meetings, at a minimum at Lawrence City Hall, the Valley Works Career Centers, and on the Board website, with email notification to all Board members, all clerks of the Cities and Towns in the Lower Merrimack Valley

Workforce Investment Area (LMVWIA) and any others requesting such notification.

11. The Board shall make available to the public, on a regular basis through open meetings, information regarding activities of the Board, including information regarding the local plan, and regarding membership, the designation and certification of one-stop operators, and awards of grants and contracts to eligible providers of youth activities, and shall post minutes of formal meetings of the Board or its committees on its website within 48 hours of approval.
12. The Board shall negotiate Memoranda of Understanding (MOU) with all Required Partners of the One-Stop Career Center. Once an MOU acceptable to the CEO has been negotiated with a Required Partner, the CEO shall appoint a representative of that Required Partner to the Board.
13. The Board, in cooperation with the CEO, shall establish as a subgroup, a Youth Council, which shall include: at least four members of the MVWIB with special interest or expertise in youth policy; representatives of youth service agencies, including juvenile justice and local law enforcement agencies; representatives of local public housing authorities; parents of eligible youth seeking appropriate assistance; individuals, including former participants, and representatives of organizations that have experience relating to youth activities; and representatives of the Job Corp, as appropriate; and which may include other local individuals which the Board, in cooperation with the CEO, determines to be appropriate. In order to provide outreach to the entire region, the Board, working through its staff, shall establish a recruitment packet including an application for nomination to the Youth Council, a detailed description of the tasks, responsibilities, and expectations of membership, and an overview of the Workforce Investment Act as it pertains to the Youth Council. These packets will be distributed to a broad spectrum of youth service providers and other appropriate entities throughout the region. Responses to this outreach will be presented to the Nomination Committee for recommendation of appointment by the MVWIB Chair.
14. The Board shall ensure that all members of the Youth Council who are not members of the Board shall be voting members of the Youth Council and nonvoting members of the board, and that the Youth Council shall operate in accordance with section 117(h) of WIA.
15. Consistent with the section 123 of WIA, the Board shall identify eligible providers of youth activities in the area and may award grants or contracts on a competitive basis based on the recommendations of the Youth Council.
16. Consistent with section 122 of WIA, the Board shall identify eligible providers of training services in the area, as described in Section 134(d)(4).
17. The Board shall establish a diversity goal to the extent possible within the diversity of its population and the requirement that mandatory representatives to the Board be CEO's or optimum decision makers. The Board shall approve a Diversity Plan.
18. The Board shall maintain, and modify as necessary, a current set of bylaws, subject to and consistent with all applicable laws, rules regulations and agreements in place.

19. The Board shall obtain and maintain a tax exempt, non-profit corporate status pursuant to 26 U.S.C. 501(c)(3).
20. The Board shall assist the Governor in developing the statewide employment statistics system described in the Wagner-Peyser Act.
21. The Board shall coordinate the workforce investment activities authorized under WIA and carried out in the area with economic development strategies and develop other employer linkages with such activities, including promoting and marketing the One-Stop Career Center and providing information on workforce development initiatives and resources to employers within the area.
22. The Board shall promote the participation of private sector employers in the regional workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.
23. The Board will approve eligible service providers based on standards set by the State and the Board. The Board establishes standards in addition to and in compliance with those required by the state relating to training, employment, and employment-related educational programs, and maintains a list of eligible providers with performance and cost information.
24. The Board will be responsible for the development of Labor Market and Workforce Development Reports for the area. The reports will identify changes in the labor market, emerging and critical industries, growth occupations, declining industries, skills training curricula recommendation to vendors as well as performance reports related to the services provided by and through the One-Stop Career Centers in the area.

C. The Division of Grants Administration:

1. The CEO has designated the Division of Grants Administration (DGA), a division of the Merrimack Valley Workforce Investment Board (MVWIB) to act as Fiscal Agent to the Board for any and all employment and training funds or other funds for which the City is liable. Under the direction of the MVWIB and Title I Administrator the DGA will receive and disburse grant funds, implement payment procedures for the ITA system, and ensure the integrity and proper management of all procurement processes .
2. The DGA will be responsible for ensuring the proper expenditure of funds by subcontractors and other recipients in accordance with applicable state and federal regulations as well as City fiscal management and audit systems.
3. The DGA will also assist the MVWIB and the CEO by monitoring the use of funds allocated by the MVWIB to the One-Stop Career Center and by ensuring compliance with eligibility criteria.
4. The DGA will provide technical assistance to the One-Stop Career Center and local program providers as necessary to ensure that compliance with all fiscal regulatory

requirements and regulations for which the City is liable are met.

5. The DGA will advise the MVWIB, Title I Administrator and Career Center Director on budgetary and other fiscal issues.
6. The DGA shall utilize and operate under the fiscal and personnel policies and procedures that are approved by the MVWIB and certified by the state Division of Career Services (hereinafter referred to as "MVWIB policies and procedures") for funds described under Section I.(A) (1) of this agreement. The MVWIB will ensure that all policies and procedures are submitted to the state for certification and that the Title 1 Administrator, acting for the CEO, is reflected as the Fiscal Agent for the Workforce Development System.
7. The DGA will be responsible for the provision of budgetary functions, including accounting in budgeting; financial, and cash management; assisting in the preparation of procurement documents, purchasing; property management; payroll and personnel management of designated staff; audit and coordinating the resolution of findings from audits, reviews, investigations, and incident reports; and the development of operating systems and procedures, necessary for the oversight and monitoring of administrative and financial functions designated by the CEO, MVWIB Executive Director, or WIA Title I Administrator. The DGA will also advise the local One-Stop Career Center Executive Director on budgetary issues.
8. A representative from DGA shall participate in the preparation of all bids for services and related activities of the MVWIB and shall attend all relevant meetings, including board and committee meetings, upon the request of the MVWIB Executive Director and/or the Title I Administrator.
9. DGA shall disburse funds immediately on receiving such direction from the Board in accordance with WIA Section 117(d)(3)(B)(i)(III), so long as such direction does not violate any applicable state or federal law, rule or regulation, or duly certified local policy or procedure.

C. Joint Responsibilities

1. The Board, the CEO, and the Governor (acting through the Division of Career Services) shall negotiate and reach agreement on local performance measures as described in section 136 of WIA. The Board shall designate the One-Stop Career Center Operator in conjunction with the CEO. As determined in the One-Stop Career Center Charter, such designation shall follow the Collaborative Career Center model, providing high quality services to customers by building an integrated management system among the required one-stop partners, as prescribed by WIA.
2. The Board's Executive and Planning Committees will be the primary oversight entity responsible to the Board and the CEO for developing the Charter, setting performance goals, evaluating performance, and recommending remedial action when necessary. The One-Stop Career Center Charter, executed by the Board, the CEO, and the One-Stop Operator, shall provide performance goals, performance monitoring methodology, and revocation policies and procedures. The Charter shall have a term of five years. In the

event that the Board and the CEO determine that the One-Stop Operator is failing to meet the requirements and performance outlined in the Charter agreement the Board and CEO may take steps to revoke the One-Stop Operator's designation and seek other models, in accordance with the terms of the Charter and in keeping with the intent of WIA.

3. The One-Stop Career Center, chartered by the MVWIB, is encouraged to directly pursue and receive other workforce development related grant funds, utilizing the assistance as necessary of DGA and/or MVWIB staff. DGA will act as the fiscal agent for any and all funds received for which the City of Lawrence is the grant recipient and will be under the oversight of the WIA Title I Administrator representing the CEO.
4. Consistent with Section 118 of WIA, the Board, in partnership with the CEO, will be responsible for the development and submission of the Annual Business Plan as required by the Act. Plan preparation shall include the recommendations of WIB committees and provide the opportunity for input from non-WIB members and the public. The Plan will include training strategies, identification of critical and emerging industries, setting performance goals, development of Career Center objectives, and preparation of budgets. A copy of the draft plan will be provided to the CEO prior to its availability to the public. The MVWIB will ensure the public notice of the plan's availability and an invitation to comment will be published in newspapers of general circulation within the Workforce Investment Area.
5. Monitoring and evaluation of the success of programs funded under the various authorities of this agreement shall be conducted by the MVWIB staff who will then report their findings to the Board. This requires the sharing of information pursuant to the Act concerning the program performance, stability, and outcomes. The CEO and the Board agree that such information shall be exchanged through reports, meetings, and other media; and that analyses of performance and other data shall be equally shared.
6. The Board shall endeavor to obtain all appropriate funds available for the area through public or private grants and shall endeavor to maximize the funding available to support workforce development programs in the area.
7. The Board in collaboration with regional workforce development partners shall develop strategies to ensure the success of the employment and training system in meeting the goals stated in the Annual Business Plan, and in the performance standards of various funded programs.
8. The Board shall provide vision, policy guidance, and oversight for the workforce development system across the Lower Merrimack Valley Workforce Investment Area pursuant to the provisions of WIA. This shall include working with all partners, employers, education and training providers, and community-based organizations to ensure and advocate for the most efficient and effective use of funding, and to achieve collaboration among all relevant entities wherever possible. The Board will provide oversight for workforce development activities to determine their effectiveness in relation to the overall goals of the region's annual plan, the MVWIB Blueprint, and related documents. This includes evaluating all programmatic activities, with the establishment of corrective action plans for vendors and the chartered One-Stop Career Center if not meeting performance standards. The Board will provide performance reports on the One-

Stop delivery system, training providers, and other relevant activities to the CEO on a quarterly basis.

9. The Chair of the Board, the MVWIB Executive Director, and the CEO and/or Title I Administrator shall meet as they deem necessary, for the purpose of reviewing system performance in terms of outcomes, placement rates, financial status, and other appropriate subjects. This review will include reports issued by and to the Division of Career Services (DCS), Commonwealth Corporation and other Federal and State funding sources.

II. EMPLOYMENT STRUCTURE

- A. The parties to this agreement understand and acknowledge that the Title I Administrator, MVWIB, DTD and DGA staff are employees of record of the City of Lawrence. However, all staff positions, programs, and costs are grant funded. The CEO retains ultimate authority for expenditure, including but not limited to staffing, funded by said grants.
- B. The Division of Grants Administration under the management of the MVWIB Executive Director has fiscal accountability to the CEO through the WIA Title I Administrator.
- C. The MVWIB Executive Director, ValleyWorks Career Center Director a/k/a DTD Executive Director and Title I Administrator report directly to the Mayor of the City of Lawrence. MVWIB and DGA staff are supervised under the management of the MVWIB Executive Director

The MVWIB Executive Director shall be hired by the Board, subject to the approval of the CEO. The MVWIB Executive Director will hire WIB staff, in accordance with agreed upon and approved MVWIB staffing levels. The Board retains autonomy of oversight in terms of the local workforce investment system.

- D. The Title I Administrator, WIB, DTD and DGA staff shall be employed under and pursuant to applicable state, federal and municipal personnel policies and procedures. Personnel policies and procedures may be modified or updated, as necessary, upon agreement of the Executive Directors of both the WIB and DTD, with the final approval of the CEO.

III. BUDGET DEVELOPMENT PROCESS

The MVWIB and Title I Administrator with the assistance of DGA and input from the One Stop Career Center Director shall create a draft budget. Said budget will be developed at least annually for all programs and grants under the purview of the Board each fiscal year. The budget shall be based upon the approved Plan and any additional resources developed for programs and services offered under MVWIB jurisdiction. Included in this budget will be funding necessary to support the Board mandated roles and responsibilities, funds needed to support the required administrative functions, and funding for services provided through the One-Stop Career Center. After the proposed

annual budget shall be negotiated by and between the MVWIB staff, and the WIA Title I Administrator will be submitted to the MVWIB for amendment or approval. The CEO will have final budgetary approval.

IV. RESOLUTION OF DISAGREEMENTS

A. General Goal

It is the joint responsibility and shared authority of the Board and CEO to ensure the effective service delivery of the workforce investment system, resulting in the most beneficial mix of program services for customers and employers throughout the Workforce Investment Area. The CEO has fiscal authority and final approval over all expenditures for which the City has liability.

B. Conflict Resolution

In the event that said parties cannot reach agreement on any issue pertinent to the roles, responsibilities, and liabilities described above as primary partners in the workforce development system, each party shall agree to meet as soon as possible to discuss and attempt to resolve such disagreements. The MVWIB Executive Director, the MVWIB Chair, and the CEO or designee shall attend such meeting and develop a solution in applicable state and federal laws and statutes.

V. TERM OF AGREEMENT

The initial term of this agreement will commence on the date of execution. This agreement replaces any prior MVWIB/CEO agreement in its entirety, as well as any other preceding agreements or statements by, between, or on behalf of any of the parties concerning the matters covered herein. This agreement, with any other necessary modifications, will remain in force until it is replaced by a superseding agreement, and will be automatically renewed yearly as of July 1st. The Agreement shall remain in full force and effect until terminated by either party upon thirty (30) day written notice to the other party.

Amendments to this Agreement may be made if agreed upon in writing and signed by the Chair and the CEO.

For the Merrimack Valley Workforce Investment Board:

Signature:  Date: 2/22/11
Joseph J. Bevilacqua, Chair

For the City of Lawrence:

Signature:  Date: 2/22/11
William Lantigua, Mayor/Chief Elected Official
City of Lawrence

BY-LAWS
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MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD

Section 1
NAME, PURPOSE, RESPONSIBILITIES, LOCATION
CORPORATE SEAL AND FISCAL YEAR

- 1.1 Name and Purpose: The name of the Corporation is "Merrimack Valley Workforce Investment Board", in this document hereafter called MVWIB. The MVWIB is a Workforce Investment Board organized pursuant to and in accordance with the requirements of the Workforce Investment Act of 1998, Public Law 105-220, 112 Stat. 936 (the "Workforce Investment Act"). The purpose of the MVWIB is to carry out all of the duties, responsibilities and functions of a Workforce Investment Board under the Workforce Investment Act. The specific duties, responsibilities and functions of the Corporation under and in accordance with the Workforce Investment Act, and all other applicable federal and state laws, rules, regulations, policies and procedures, include without limitation the following:
- (a) To function as a regional workforce investment board which will: continuously evaluate the strengths and weaknesses of the workforce; provide oversight and set performance standards for the region's One-Stop Career Center system; identify regional employment needs; work with regional employers; organized labor; municipal leaders and institutions of training and education; and develop workforce/economic development initiatives that will best benefit the region's stakeholders;
 - (b) To develop policy concerning regional needs and objectives of programs funded under the Workforce Investment Act of 1998 and the Wagner-Peyser Act of 1983 as amended in Section 652.8 of the Workforce Investment Act;
 - (c) To assume a lead role in the development of the regional workforce development plans through the development of Memoranda of Understanding (MOUs) with the required partners as required by Federal law through the Workforce Investment Act and any other funding sources, federal, state or private which require the participation or oversight of the MVWIB.
 - (d) To coordinate with other workforce development agencies in the region to provide effective, neutral leadership in aligning the work of the various agencies and institutions toward common goals;
 - (e) To oversee and evaluate workforce development programs operated within the region to determine their effectiveness through performance measurements as required by the Workforce Investment Act;
 - (f) To work in partnership with the Mayor of Lawrence, Essex County, Massachusetts ("The Mayor"), acting as chief elected official ("CEO") under the Workforce Investment Act.
- 1.2 Jurisdiction: The jurisdiction of the MVWIB shall include the following cities and towns: Amesbury, Andover, Boxford, Georgetown, Groveland, Haverhill, Lawrence, Merrimac, Methuen, Newbury, Newburyport, North Andover, Rowley, Salisbury

and West Newbury (referred to herein as "the region").

- 1.3 Responsibilities: The MVWIB shall, in accordance with the applicable requirements of the Workforce Investment Act, be responsible for:
- (a) Conducting oversight with respect to local programs of youth activities authorized under Section 129, local employment and training activities authorized under Section 134 and labor exchange activities authorized under the Wagner-Peyser Act, as amended and as well as other partner program activities provided in conjunction with the one-stop delivery system in the local area;
 - (b) Establishing a Youth Council as a committee of the board, with the members of the Youth Council appointed by the board;
 - (c) Selecting eligible youth service providers based on the recommendations of the youth council, and identifying eligible providers of adult and dislocated worker training and other services and maintaining a list of eligible providers with performance and cost information;
 - (d) Developing a budget for the purpose of carrying out the duties of the Board;
 - (e) Negotiating and reaching agreement on local performance measures with the Mayor and the Governor of the Commonwealth of Massachusetts (the "Governor");
 - (f) Assisting the Governor in developing the statewide employment statistics under the Wagner-Peyser Act;
 - (g) Coordinating workforce investment activities with economic development strategies in developing employer linkages;
 - (h) Promoting private sector involvement in the Statewide Workforce Investment System through effective connecting, brokering and coaching activities through intermediaries such as the One-Stop Career Center operator or operators in furtherance of the goal of assisting employers in meeting hiring needs;
 - (i) The collection and interpretation of labor data concerning the growth of key economic sectors and specific workforce needs within the region and the articulation of the education and employment skills required to fill those needs;
 - (j) The identification of sectors of the population that would most appropriately be served by the regional workforce development system.
- 1.4 Location: The principal office of the MVWIB in the Commonwealth of Massachusetts shall be located at 439 South Union Street, Lawrence, Essex County, Massachusetts. The directors may change the location of the principal office in the Commonwealth of Massachusetts effective upon filing a certificate with the Secretary of the Commonwealth.
- 1.5 MVWIB Corporate Seal: A majority of directors may adopt and alter the seal of the MVWIB.

- 1.6 Fiscal Year: The fiscal year of the MVWIB shall, unless otherwise decided by a majority of the directors, end on June 30th in each year.

Section 2
VOTING DIRECTORS

- 2.1 Number and Composition: The number of directors of the MVWIB shall be fixed in accordance with the directorship requirements of Section 117(b)(1) of the Workforce Investment Act and the requirements applicable to the composition of the directorship of the MVWIB as set forth in Section 117(b)(2) of the Workforce Investment Act.

- (a) The membership of the MVWIB shall include individuals who have attained the age of eighteen (18) and include the following:

1. Representatives of businesses in the region who:

- i. Are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority;
- ii. Represent businesses with employment opportunities that reflect the employment opportunities of the Merrimack Valley; and
- iii. Are appointed from among individuals nominated by local business organizations and business trade organizations;

2. Representatives of local educational entities, including local school boards, entities providing adult education and literacy activities, and post secondary educational institutions (including representatives of community colleges), individuals nominated by regional or local educational agencies, institutions or organizations representing such local educational entities;

3. Representatives of labor organizations that represent employees within the Merrimack Valley, nominated by local labor federations;

4. Representatives of community based organizations, including organizations representing individuals with disabilities and veterans;

5. Representatives of economic development agencies, including private sector economic development entities; and

6. Representatives of entities partnering with the One-Stop Career Center.

- (b) The MVWIB shall have a directorship of no less than twenty (20). There shall be no maximum limit on the number of directors.

- (c) The MVWIB shall make every reasonable effort to ensure the inclusion of minorities, women and other significant segments of the population. Likewise the MVWIB shall make every reasonable effort to ensure a broad geographic

representation of the region.

- (d) Directorship of the MVWIB shall be such that no less than fifty-one (51) percent are representatives of the private sector.
- (e) Only one member of each agency, organization, business or other entity may serve on the Board at the same time, provided that the agency, organization, business or other entity is that member's primary employer, with the exception of directors who are employed by the Commonwealth of Massachusetts or by any of the municipal governments within the Board's service delivery area.
- (f) The Executive Director of the MVWIB and members of his/her staff shall not serve as members of the MVWIB, but will be present to provide technical assistance as ex-officio directors.
- (g) Voting rights are restricted to MVWIB directors.

2.2 Appointment of Directors: Membership in the MVWIB shall be by nomination, election and appointment by the CEO in accordance with the requirements set forth above and otherwise in accordance with all applicable requirements of the Workforce Investment Act and the regulations promulgated there under.

- (a) The Nominating Committee shall recruit nominees from appropriate sources for referral to the CEO for consideration.
- (b) The CEO will notify new directors of their appointment to the MVWIB in writing.
- (c) There is no limit on the number of terms an individual may serve. Each member shall hold office until the next annual meeting of directors coinciding with the end of his/her term and until his/her successor is elected and qualified, or until his/her death, resignation, disqualification, or if a director is otherwise removed.
- (d) Any meeting of the MVWIB for which notice of a vote for the removal of a director or directors has been given, said director or directors may be removed from the directorship by a two-thirds vote of the Executive Committee with the concurrence of the CEO. Removal may occur when, in their judgment, the Executive Committee considers it a public good or necessary for the proper operation of the MVWIB. As an example, a reason for removal may include two unexcused absences from regular Board meetings within a twelve month period. It is expected that directors will contact the Executive Director prior to scheduled meetings to inform him or her of an anticipated absence.

2.3 Tenure: At the start of a WIB, the directors shall be appointed for two years and hold a random lottery within the first year in order to split into three equal parts, each of which shall serve initial terms of one (1), two (2) or three (3) years so that approximately 1/3 of the directors shall be subject to appointment each year. Following the appointment of the initial directors as set forth above, successor directors shall be appointed for three (3) year terms, subject to paragraph 2.2.

- 2.4 Powers and Rights: The affairs of the MVWIB shall be managed by the directors who shall have and may exercise all the powers of the MVWIB as proscribed by the WIA, its associated rules and regulations, the articles of organization, the WIB/CEO Agreement and these by-laws.
- 2.5 Resignation: A member may resign by delivering his written resignation to the chair, treasurer or clerk of the MVWIB at a meeting of the directors or to the MVWIB at its principal office. Such resignation shall be effective upon receipt (unless specified to be effective at some other time), and acceptance thereof shall not be necessary to make it effective unless it so states.
- 2.6 Vacancies: Any vacancy in the directorship, except a vacancy resulting from enlargement (which must be filled in accordance with Section 2.1 and 2.2) may only be filled by the CEO. Each successor shall hold office for the unexpired term or until said successor dies, resigns, is removed or becomes disqualified. The directors shall have and may exercise all their powers notwithstanding the existence of one or more vacancies in their number.
- 2.7 Removal by CEO: Notwithstanding the foregoing, the CEO may remove Board directors, and such removal shall become effective immediately upon delivery of the written notice.
- 2.8 Meetings: The annual meeting of the directors shall be held in October each year. The annual meeting may be held at the principal office of the MVWIB or at such other place within the United States as the MVWIB Chair or the directors shall determine. If an annual meeting is not held as herein provided, a special meeting of the directors may be held in place thereof with the same force and effect as the annual meeting, and in such case all references in these by-laws, except in this Section 2.8, to the annual meeting of the directors shall be deemed to refer to such special meeting. Any such special meeting shall be called and notice shall be given as provided in Sections 2.12 and 2.13.
- 2.9 Regular Meetings: The directors shall hold regular meetings, no less than four (4) per annum or more frequently as the directors may determine.
- 2.10 Order of Business: The order of business at all MVWIB meetings shall be as follows:
- Call to Order
 - Approval of Minutes
 - Chair's Report
 - Reports of Committee Chairs
 - Executive Director's Report
 - Unfinished Business
 - New Business
 - Special Presentations
 - Adjournment

The order of business may be altered or amended by a vote of the majority of the directors present at said meeting.

- 2.11 Minutes: The minutes of all meetings must be recorded and circulated in a timely fashion prior to the next meeting to all MVWIB directors.
- 2.12 Special Meetings: Special meetings of the directors may be held at any time and at any place within the United States. Special meetings of the directors may be called by the CEO, Chair, or by any board member, and shall be announced by the clerk/secretary, or in the case of the death, absence, incapacity or refusal of the clerk/secretary, by any other member, upon written application of three or more directors.
- 2.13 Call and Notice:
- (a) Annual and Regular Meetings: The Chair, in coordination with the Executive Director, shall call all meetings, with reasonable notice, in accordance with the Massachusetts Open Meeting Law. Except as otherwise expressly provided, it shall be reasonable and sufficient notice to send notice to a member by regular mail at least five (5) days before said meetings, or by overnight mail, fax or email with confirmation at least forty-eight hours before, the meeting. Correspondence shall be addressed to him at his usual or last known business or residence address. Notice may also be given in person or by telephone at least twenty-four hours before the meeting.
- (b) Special Meetings: Reasonable notice of the time and place of special meetings of the directors shall be given to each member. Such notice need not specify the purposes of a meeting, unless otherwise required by law, the articles or organization or these by-laws or unless there is to be considered at the meeting: (i) contracts or transactions of the MVWIB with interested persons; (ii) amendments to these by-laws (as adopted by the directors or otherwise), (iii) an increase or decrease in the number of directors or officers; or (iv) removal or suspension of a member or officer.
- (c) Waiver of Notice: Whenever notice of a meeting is required, such notice need not be given to any member if a written waiver of notice, executed by him (or his attorney there under authorized) before or after the meeting, is filed with the records of the meeting. A waiver of notice need not specify the purposes of the meeting unless such purposes were required to be specified in the notice of such meeting.
- 2.14 Quorum: A quorum of the Annual, Special, or Regular meetings of the MVWIB shall constitute one third of the directors of the MVWIB present in person. Any meeting may be adjourned to such date or dates not more than 90 days after the first sessions of the meeting by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice. The directors present at a duly constituted meeting at which a quorum was determined to be present may transact all of the Board's business until adjournment, notwithstanding the withdrawal of enough directors to leave less than a quorum.
- 2.15 Action by Vote: Each director shall have one vote. When a quorum is present at any meeting, a majority of the votes properly cast by directors present in person or duly represented shall decide any question, including election to any office, unless otherwise provided by law, the articles or organization, or these by-laws.

- 2.16 Conduct of Meeting via Electronic Media: Any meeting of the directors may be conducted using any available electronic means of communication, provided that all directors are able to participate in such meeting either personally or by electronic means as if each member were present at any such meeting and provided the proceedings follow the Open Meeting Law.
- 2.17 Compensation: Member shall not be entitled to receive any compensation in any form whatsoever for their services as directors. Directors shall not be precluded from serving the MVWIB in any other capacity and receiving compensation for any such services, provided that the directors shall adhere strictly to this MVWIB's Conflict Of Interest Policy and the requirements of Section 117(g) of the WIA.

S e c t i o n 3
NONVOTING MEMBERS

- 3.1 In addition to the voting directors described in Section 2 and referred to in these by-laws as directors, there may also be a class of nonvoting members, hereinafter referred to as nonvoting members, or such other term as the directors may designate from time to time, who shall in such capacity have no right to notice of, or to vote at, any meeting, shall not be considered for purposes of establishing a quorum, and shall have no other rights or responsibilities except as may be specifically delegated to them by the directors. The directors may designate certain persons or groups of persons as nonvoting members from time to time, and the directors may confer upon nonvoting members such powers, rights or responsibilities, individually or in groups, as they deem necessary or appropriate.

S e c t i o n 4
COMMITTEES

- 4.1 Committees: By majority resolution, MVWIB directors may establish such committees as they determine necessary or appropriate to assist them in carrying out MVWIB responsibilities. Directors will maintain active involvement in committees as specified by the MVWIB appointment documents provided to and signed by each board member upon his/her acceptance of a committee membership. Committee members who are not on the MVWIB will act in accordance with guidelines established by the MVWIB.

In addition to any committee or committees established by the directors as provided herein, the MVWIB shall have certain standing committees, more particularly described as follows:

- (a) Executive Committee: The membership of the Executive Committee will be comprised of the Chair, who shall serve as the Chairperson of the Executive Committee, the Vice-Chair, Treasurer, the Clerk/Secretary, and the Committee Chairs.

No providers, vendors or others who receive remuneration from the activities of the MVWIB shall be directors of the Executive Committee. The Executive Committee will exercise the responsibilities delegated to it by a majority of MVWIB directors.

(b) Youth Council: The membership of the Council will include at a minimum the following representatives:

1. Directors of the MVWIB with interest or expertise in youth policies;
2. Individuals with youth services experience;
3. Representatives of youth services agencies, including juvenile justice and local law enforcement;
4. Representatives of a local public housing authority;
5. Parents of eligible youth seeking help under the Workforce Investment Act;
6. Representatives of the Job Corps; and
7. Representatives of organizations operating youth-related activities.

Under WIA, members of the Youth Council are not required to be directors of the MVWIB. However, at least four members of the Youth Council will also be voting directors of the MVWIB.

(c) Planning Committee: The Planning Committee will develop workforce development plan recommendations including resource allocations and specifications for the various program categories. The Committee will also review all proposals submitted for funding; develop contract recommendations; and oversee the evaluation process. This Committee will also evaluate Career Center performance, assist in developing corrective action plans, and utilize evaluation information to drive strategic planning.

(d) Nominating Committee: The Nominating Committee will, following the guidelines established by these By-laws, develop recommendations for Board membership and will determine and oversee an orientation program for current and new directors. This Committee shall also collect and deliver nominations for the posts of Chair, Vice-Chair, Treasurer, Clerk/Secretary of the MVWIB. Sufficient notice will be given to the Board that the Nominating Committee is receiving nominations.

(e) Education Committee: The Education Committee will participate in joint efforts with local and state partners to educate the public on the need for workforce development resources that are responsive to employer needs. The Committee will also inform legislators and others on workforce development issues.

4.2 Committees Generally: The Chair shall appoint each Committee Chair. The Committee Chair shall fill a vacancy in any committee occasioned by the death, resignation, inability or refusal of a member to serve. Any member shall be entitled to attend any committee meeting, and each committee shall provide a schedule of its meetings that shall be made available to any member upon request.

4.3 Meetings: Meetings of the committees may be held at such time as the Committee Chairs may determine, with reasonable and sufficient notice as defined in Section 2.14 given to each member of the committee.

4.4 Quorum: One third of the directors of a Committee shall constitute a quorum. Any meeting may be adjourned by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

4.5 Action by Vote: When a quorum is present at any meeting, a majority of the committee directors present and voting shall decide any question, unless otherwise provided by law, the articles of organization or these by-laws.

- 4.6 Conduct of Meeting Via Electronic Media: Any meeting of a committee may be conducted by using any available electronic means of communication, provided that all interested directors are able to participate in such meeting either personally or by electronic means as if each member were present at any such meeting and provided that the meeting complies with the Open Meeting law.

Section 5
OFFICERS AND AGENTS

- 5.1 Number and Qualification: The Chair of the MVWIB shall be from the private sector. The MVWIB shall also have a Vice-Chair, Treasurer and a Secretary/Clerk, and such other officers, if any, as the directors may determine. The MVWIB may also have such agents, if any, as it may appoint. The Secretary/Clerk shall be a resident of Massachusetts unless the MVWIB has a resident agent duly appointed for the purpose of service of process. A person may hold more than one office at the same time. If required by a majority of directors, any director shall give the MVWIB a bond for the faithful performance of his duties in such amount and with such surety or sureties as shall be satisfactory to the directors. With the exception of the Executive Director, all MVWIB officers will be MVWIB directors.
- 5.2 Election: All officers shall be elected for an annual term by a simple majority of the full Board. Elections shall take place at the Board's annual meeting. Officers shall be recommended by the Nominating Committee or be nominated by any MVWIB director at the annual meeting. Newly elected officers shall assume their office at the next regularly scheduled meeting.
- 5.3 Tenure: The officers shall each hold office until the first meeting of the directors following the next annual meeting of the directors and until his successor is chosen and qualified, unless a shorter period shall have been specified by the terms of his election or appointment, or in each case until he dies, resigns, is removed or becomes disqualified. Each agent shall retain his authority at the pleasure of the directors.
- 5.4 Chair: The Chair shall be a representative of a business located in the jurisdiction of the MVWIB who satisfies the requirements of Section 2.1(a)(1) above. The Chair shall preside at all regular and special meetings and shall serve as functional head for all Board activities. He shall perform such duties as are prescribed by the directors. The Chair shall be notified of all committee meetings in addition to Regular and Special meetings.

The Chair shall see that all rules and by-laws are observed. Additional duties include:

- (a) Finalizing all agendas;
- (b) Identifying, with the executive director, board and executive committee agendas for meetings;
- (c) The authentication by his signature of all Board acts, policy statements, and proceedings including the review and concurrence of the Annual Workforce Development Plan;
- (d) Assignment of various items, issues and proposals to appropriate committees.

- 5.5 Vice-Chair: The Vice-Chair shall be a representative of a business located in the jurisdiction of the MVWIB who satisfies the requirements of Section 2.1(a)(1) above. The Vice-Chair will perform such duties as prescribed by the Chair.
- 5.6 Treasurer: The Treasurer shall be the chief financial officer and the chief accounting officer of the MVWIB. He shall be in charge of its financial affairs, funds, securities and valuable papers and shall keep full and accurate records thereof. He shall have such other duties and powers as designated by the directors. He shall also be in charge of its books of account and accounting records, and of its accounting procedures. The duties of the Treasurer may be carried out by a staff member of the MVWIB, subject to the oversight of the treasurer.
- 5.7 Secretary/Clerk: The Secretary/Clerk shall record and maintain records of all proceedings of the directors and officers in a book or series of books kept for the purpose, which book or books shall be kept within the Commonwealth at the principal office of the MVWIB or at the office of its Secretary/Clerk or of its resident agent and shall be open at all reasonable times to the inspection of any member. Such book or books shall also contain records of all meetings of incorporators and the original, or attested copies, of the articles or organization and by-laws and names of all directors and officers and the address of each. If the Secretary/Clerk is absent from any meeting of directors or officers, a temporary Secretary/Clerk chosen at the meeting shall exercise the duties of the Secretary/Clerk at the meeting. The duties of the Secretary/Clerk may be carried out by a staff member of the MVWIB, subject to the oversight of the Directors and the Executive Director.
- 5.8 Suspension or Removal: An officer may be suspended or removed with or without cause by vote of a majority of directors then in office at any special meeting called for such purpose or at any regular meeting. An officer may be removed with cause only after reasonable notice and opportunity to be heard.
- 5.9 Resignation: An officer may resign by delivering his written resignation to the Chair, Vice-Chair, Treasurer or Secretary/Clerk of the MVWIB, to a meeting of the directors, or to the MVWIB at its principal office. Such resignation shall be effective upon receipt (unless specified to be effective at some other time), and acceptance thereof shall not be necessary to make it effective unless it so states.
- 5.10 Vacancies: If the office of any officer becomes vacant, the directors may elect a successor. Each such successor shall hold office for the unexpired term, and in the case of the Chair, Vice-Chair, Treasurer and Secretary/Clerk until his successor is elected and qualified, or in each case until he dies, resigns, is removed or becomes disqualified.

Section 6
EXECUTION OF PAPERS

- 6.1 Except as the directors may generally or in particular cases authorize the execution thereof in some manner, all deeds, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the MVWIB shall be signed by the Chair, by the Treasurer or by the Executive Director.
- 6.2 Any recordable instrument purporting to affect an interest in real estate, executed in the name of the MVWIB by two of its officers, of whom one is the Chair and the other is the Treasurer, shall be binding on the MVWIB in favor of a purchaser or other person relying in good faith on such instrument notwithstanding any inconsistent provisions of the articles of organization, by-laws, resolutions or votes of the MVWIB.

Section 7
PERSONAL LIABILITY

- 7.1 The directors and officers of the MVWIB shall not be personally liable for any debt, liability or obligation of the MVWIB. All person, corporations or other entities extending credit to, contracting with, or having any claim against the MVWIB may look only to the funds and property of the MVWIB for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due and payable to them from the MVWIB.

Section 8
INDEMNIFICATION

- 8.1 The MVWIB shall, to the extent legally permissible and only to the extent that its present corporate and future status as an organization exempt under Section 501(c) (3) of the Internal Revenue Code of 1954, as amended, is not affected thereby, indemnify each of its directors officers, employees and other agents (including persons who serve at its request as an officer, employee or agent of another organization in which it has an interest) against all liabilities and expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by him in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which he may be involved or with which he may be threatened, while in office or thereafter, by reason or his being or having been such a director, officer employee or agent, except with respect to any matter as to which he shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his action was in the best interest of the MVWIB; provided, however, that as to any matter disposed of by a compromise payment by such member, officer, employee or agent, pursuant to a consent decree or otherwise, no indemnification either for said payment of for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the MVWIB, after notice that it involves such indemnification: (a) by a disinterested majority of the directors then in office; or (b) by a majority of the disinterested directors then in office, provided that there has been obtained an opinion in writing or independent legal counsel to the effect that such officer, employee or agent appears to have acted in good faith

in the reasonable belief that his action was in the best interests of the MVWIB; or (c) by a majority of the disinterested directors entitled to vote, voting as a single class.

Expenses including counsel fees, reasonably incurred by any such director, officer, employee or agent in connection with the defense of time by the MVWIB in advance of the final disposition thereof upon receipt of an undertaking by such individual to repay the amounts so paid to the MVWIB if he shall be adjudicated to be not entitled to indemnification under Massachusetts General Laws, Chapter 180, Section 6. The right of indemnification hereby provided shall not be exclusive of or affect any other rights to which any director, employee or agent may be entitled. Nothing contained hereinto herein shall affect any rights to indemnification to which MVWIB personnel may be entitled by contract or otherwise under law. As used in this paragraph, the terms "director", "employee", and "agent" include their respective heirs, executors and administrators, and an "interested" member is one against whom in such capacity the proceedings in question or another proceeding on the same or similar grounds is then pending.

Section 9

COMPLIANCE WITH OPEN MEETING LAW REQUIREMENTS

- 9.1 In accordance with the requirements of Section 117 (c) of the Workforce Investment Act, the board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the board, including information regarding the Local Workforce Investment Plan prior to submission of the Plan, and regarding directorship, the designation and certification of One-Stop Career Center operators, and the award of grants or contracts through eligible providers of youth activities. Upon request, the board shall make available to the public minutes of formal meetings of the board.

All meetings of the board shall be subject to and conducted in compliance with the requirements of Massachusetts General Law Chapter 39, Section 23B, the Open Meeting Law.

Section 10

CONFLICT OF INTEREST

- 10.1 Conflict of Interest: In accordance with the requirements of Section 117(g) of the Workforce Investment Act, a member of the board may not:
- (a) vote on a matter under consideration by the board:
 - (1) regarding the provision of services by such member (or by an entity that such member represents); or
 - (2) that would provide direct financial benefit to such member or the immediate family of such member; or
 - (b) engage in any activity determined by the Governor to constitute a conflict as specified in the State Plan.

- 10.2 The directors of the Board must further comply with the requirements of M.G.L. c. 268A and 268B, and will notify the Chair of any situation that the directors believes has the potential of being in conflict of interest or giving the appearance of being in conflict of interest. Each member of the Board must execute the necessary Conflict of Interest Policy documents to be a member of the Board.

S e c t i o n 1 1
MISCELLANEOUS

- 11.1 Parliamentary Authority: The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern this body in all cases to which they are applicable and in which they are not inconsistent with these By-laws or any special rules or order this body may adopt.
- 11.2 Amendment: These by-laws may only be amended by the affirmative vote of a majority of the directors, acting in their capacity as directors of the MVWIB.
- 11.3 Gender: The use of the masculine herein shall also refer to the feminine, unless otherwise expressly provided, and the use of the singular herein shall also refer to the plural, unless the context otherwise requires.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **SEP 17 2010**

MERRIMACK VALLEY WORKFORCE
INVESTMENT BOARD INC
439 SOUTH UNION ST STE 102
LAWRENCE, MA 01843

Employer Identification Number:
80-0611253
DLN:
100160205
Contact Person:
JASON T SAMMONS ID# 31616
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
May 28, 2004
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

MERRIMACK VALLEY WORKFORCE

Sincerely,

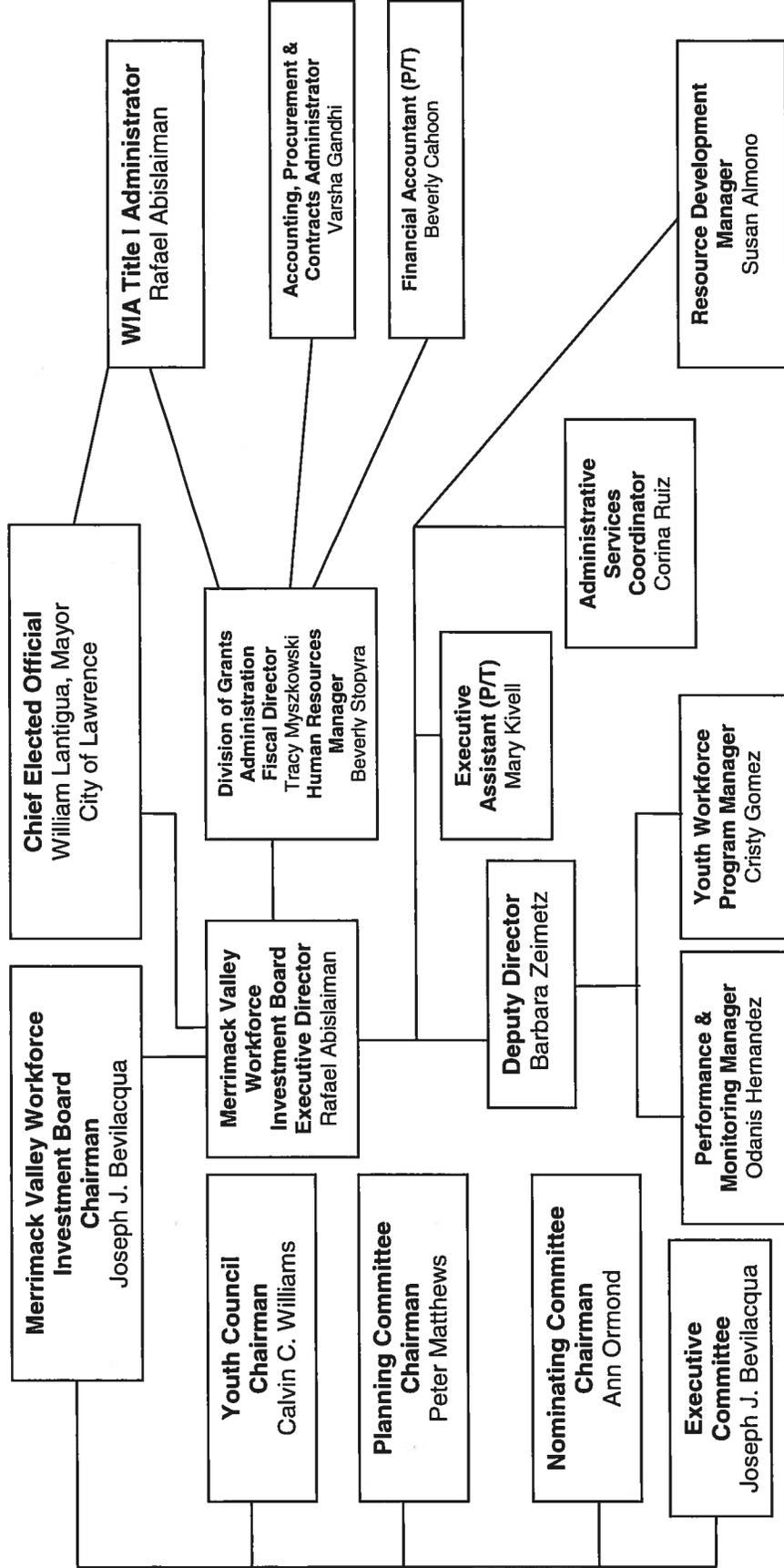
A handwritten signature in black ink that reads "Robert Choi". The signature is fluid and cursive, with the first name "Robert" and last name "Choi" clearly legible.

Robert Choi
Director, Exempt Organizations
Rulings and Agreements

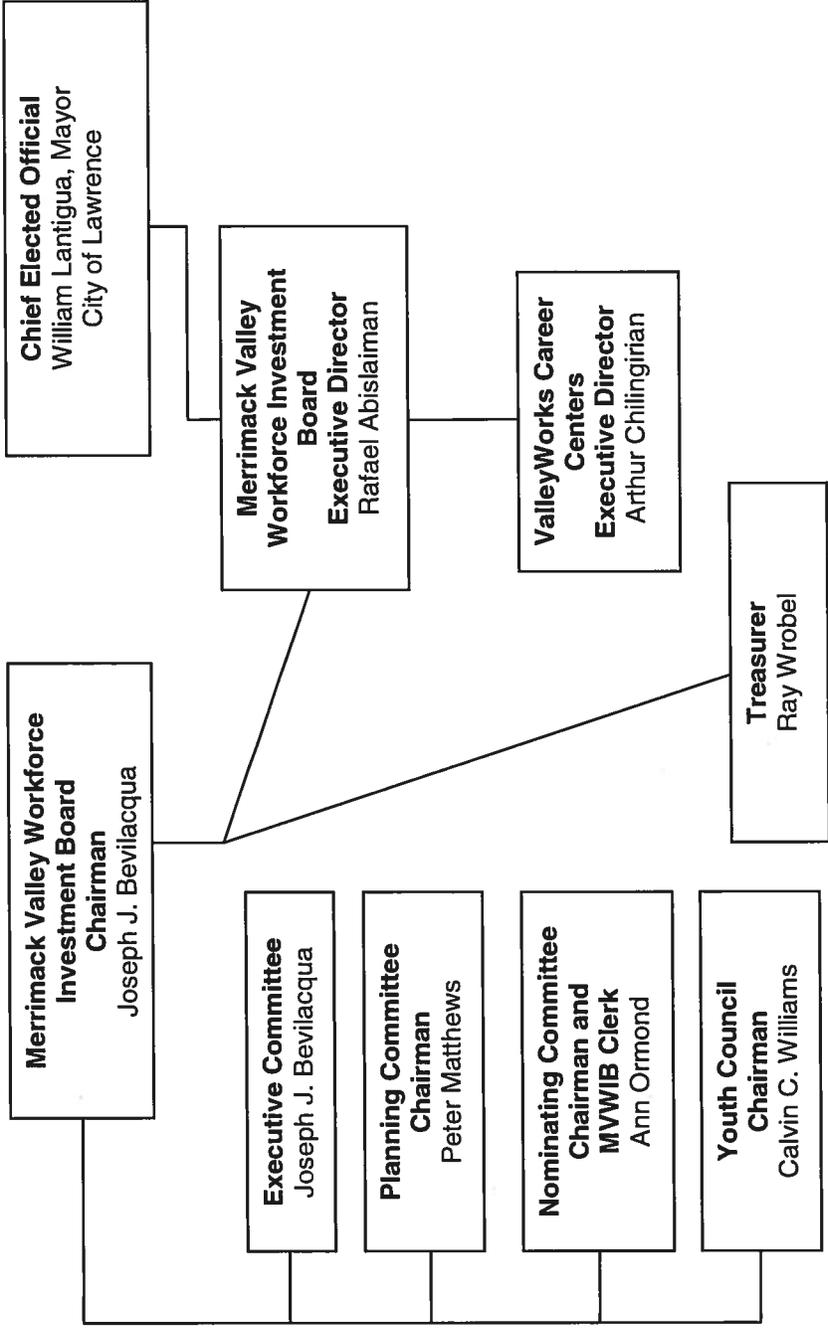
Enclosure: Publication 4221-PC

Letter 947 (DO/CG)

**Merrimack Valley Workforce Investment Board
Organizational Chart
2013**



**Merrimack Valley Workforce Investment Board
Local Governance Organizational Chart
2013**



Local Workforce Investment Board Membership Matrix

LWIB Name: Merrimack Valley Workforce Investment Board

Date Submitted: October, 2013

Please add or delete rows in each category as needed

Member Name & Title	Organization or Agency Name	Number of Employees	City or Town of Organization/Agency	Type of Business or Industry Represented	Term Start Date	Term End Date
A. BUSINESS REPRESENTATIVES – Minimum 51 %						
<i>Board Chair must be a business representative and listed as the first entry.</i>						
Joseph J. Bevilacqua, President	Merrimack Valley Chamber of Commerce	1,300 members	Lawrence	Business Organization	09/29/12	09/29/15
Sven Amirian, Pres/CEO	Gr. Haverhill Chamber	525 members	Haverhill	Business Organization	01/15/13	01/15/16
Ron Contrado, CEO	Homisco	34	Haverhill	Telecommunications	01/26/13	01/26/16
Brian DePena	Tenare's Tire Shop	5	Lawrence	Automotive	08/01/11	08/01/14
Atty. Wendy Estrella	Attorney	4	Lawrence	Law Office	08/01/11	08/01/14
Robert Ingala, President/CEO	Gr. Lawrence Family Health Center	453	Lawrence	Health Care	08/01/11	08/01/14
Robert C. LeBlanc, Attorney	LeBlanc Law Office	4	Methuen	Legal	10/28/11	10/28/14
Melissa Lachance, Executive Director	Amesbury Chamber of Commerce	200 members	Amesbury	Business Organization	01/15/13	01/15/16
Jeff Linehan, President	DBS Industries	62	Haverhill	Manufacturing	03/07/13	12/31/13
Peter Matthews, President/CEO	Merrimack Valley Credit Union	133	Lawrence	Banking	06/01/12	06/01/15
Michael Munday, General Manager	Arwood Machine Corp.	92	Newburyport	Manufacturing	03/29/12	03/29/15
Alberto Nunez	Nunez LLC	8	Lawrence	Real Estate	08/01/11	01/01/14
Ann Ormond, President	Gr. Newburyport Chamber of Commerce	875 members	Newburyport	Business Organization	01/19/13	01/19/16
Cindy Phelan, VP Human Resources	Lawrence General Hospital	1,400	Lawrence	Health Care	05/30/12	05/30/15
Donna Rivera, MSW, Director	Merrimack Valley Area Health Education Ctr.	50	Lawrence	Health Care	03/30/12	03/30/15
Steve Salvo, Director of Human Resources	Anna Jaques Hospital	1,000	Newburyport	Health Care	03/07/13	12/31/13
John J. Sarro, Exec Director	Pentucket Medical	400+	Haverhill	Health Care	01/15/13	01/15/16

Lester Schindel, CEO/President	Caritas Holy Family Hospital	1,200	Methuen	Health Care	06/23/12	06/23/15
Jeffrey Sheehy, CEO	Whittmore Co., Inc.	25	Lawrence	Manufacturing	03/30/12	03/30/15
Michael E. Strem, Ph.D.	Strem Chemicals, Inc.	45	Newburyport	Biotechnology	08/01/11	08/01/14
Stanley Usovitz, Reg. Director Public Affairs	Verizon Communications, Inc.	900+	Regional	Telecommunications	04/28/12	04/28/15
Robert Westcott, President	Copilabs	6	Lawrence	Office Equipment	08/01/11	08/01/14
Leonard A. Wilson, Regional President/consult	Sovereign Bank	~25,000	Andover	Banking	08/01/11	08/01/14
Ray Wrobel, VP Business Development	NVTW Comm. Credit Union	100	Haverhill	Banking	04/26/13	04/26/16
Juan Yepez, President	Mainstream Global	45	Lawrence	Manufacturing	01/26/13	01/26/16

Member Name & Title	Organization or Agency Name	Number of Employees	City or Town of Organization/Agency	Type of Business or Industry Represented	Term Start Date	Term End Date
B. LABOR REPRESENTATIVES – Minimum of 2						
<i>Pending</i>						
Joseph Gangi, Jr., Business Manager	Carpenter's Local 111		Methuen		09/29/12	09/29/15
REQUIRED ONE-STOP CAREER CENTER PARTNERS - One-Stop Career Center partners may represent more than one funding stream						
C. EDUCATION REPRESENTATIVES – Minimum of 2						
Required Partners: Entities providing Adult education and literacy activities; Post-Secondary educational institutions (Post secondary vocational education activities under Carl D. Perkins Vocational and Applied Technology Education Act (WIA § 121(b)(1)(B)(vii) and including representatives of community colleges, where such entities exist (WIA §117(b)(2)(A)(ii).						
William DeRosa, Superintendent	Whittier Regional Vocational Tech High School		Haverhill		01/26/13	01/26/16
John Lavoie, Superintendent	Greater Lawrence Technical School		Lawrence		08/01/11	08/01/14
Dr. Lane Glenn, President	Northern Essex Community College		Haverhill		09/07/11	09/07/14
D. ECONOMIC DEVELOPMENT REPRESENTATIVES – Minimum of 2						
Peter Matthews, President/CEO	Merrimack Valley Credit Union		Lawrence		06/01/12	06/01/15
Patrick Blanchette, Ec. Development Director	City of Lawrence		Lawrence		08/01/11	08/01/14
E. COMMUNITY BASED ORGANIZATIONS – Minimum of 2						
Nancy Tariot, ABE Program Director	Gr. Haverhill Community Action Council		Haverhill		10/05/13	10/05/16
Calvin Williams, Director of Development	United Way of Mass Bay & Merrimack Valley		Lowell		08/01/11	08/01/14
F. ADULTS, YOUTH, DISLOCATED WORKERS						
Edward Bartkiewicz, Mgr. Quality Assurance	Dept. Career Services		Boston		10/02/13	10/02/16

Member Name & Title	Organization or Agency Name	Number of Employees	City or Town of Organization/Agency	Type of Business or Industry Represented	Term Start Date	Term End Date
G. WAGNER-PEYSER						
Edward Bartkiewicz, Mgr. Quality Assurance	Dept. Career Services		Boston		10/02/13	10/02/16
H. UNEMPLOYMENT INSURANCE						
Edward Bartkiewicz, Mgr. Quality Assurance	Dept. Career Services		Boston		10/02/13	10/02/16
I. CHAPTER 41 OF TITLE 38 (DVOP/LVER)						
Edward Bartkiewicz, Mgr. Quality Assurance	Dept. Career Services		Boston		10/02/13	10/02/16
J. ADULT EDUCATION and LITERACY						
Nancy Tariot, ABE Program Director	Community Action, Inc.		Haverhill		10/05/13	10/05/16
K. POST-SECONDARY VOCATIONAL EDUCATION						
Dr. Lane Glenn, President	Northern Essex Community College		Haverhill		09/07/11	09/07/14
L. VOCATIONAL REHAB PROGRAMS <input type="checkbox"/> MA Rehabilitation Commission <input type="checkbox"/> MA Commission for the Blind						
Gary Hale, Area Director	Mass Rehabilitation Commission		Lawrence		03/07/13	03/07/16
M. TITLE V OLDER AMERICANS						
Susan Jepson, Area Supervisor	National Senior Network		Boston		10/05/12	10/05/15
N. TRADE ADJUSTMENT ASSISTANCE						
Edward Bartkiewicz, Mgr. Quality Assurance	Dept. Career Services		Boston		10/02/13	10/02/16

Member Name & Title	Organization or Agency Name	Number of Employees	City or Town of Organization/Agency	Type of Business or Industry Represented	Term Start Date	Term End Date
O. JOB CORPS*						
Christine Bradshaw	Job Corps		Devens		10/02/13	10/02/16
P. NATIVE AMERICAN PROGRAMS*						
n/a						
Q. MIGRANT AND SEASONAL FARMWORKERS*						
n/a						
R. COMMUNITY SERVICE BLOCK GRANT EMPLOYMENT & TRAINING*						
Nancy Tariot	Gr. Haverhill Community Action Council		Haverhill		10/05/13	10/05/16
S. HOUSING AND URBAN DEVELOPMENT EMPLOYMENT & TRAINING*						
<i>Pending</i>						
T. OTHER (add rows as needed)						
Steven Kfoury, Ex. Director	Secretary of State's Office		Boston		10/05/13	12/31/13

• * If represented in the area.

Youth Council Membership Matrix

LWIB Name: Merrimack Valley Workforce Investment Board

Date Submitted: October 2013

Member Name & Title	Organization or Agency Name	City or Town of Organization/Agency	Term Start Date	Term End Date
A. Youth Service Agencies – Minimum of 2. Special preference shall be given to juvenile justice and law enforcement agencies.				
Arthur Chilingirian, Executive Director	ValleyWorks Career Center	Lawrence/Haverhill	11/19/12	11/06/14
Barbara Richards, Case Worker	DYS – Lawrence Re-Entry	Lawrence/Haverhill	10/13/13	10/13/16
B. Local Public Housing Authorities				
Ellen Weinhold, Program Coordinator	Methuen Housing Authority	Methuen	04/11/12	04/11/15
C. Parents of Eligible Youth Seeking Services				
Marina Acosta	Parent	Lawrence	10/12/11	10/12/14
D. Individuals – Minimum of 2. Special preference shall be given to former participants and representatives of organizations with experience related to youth services. Provide City or Town of residence.				
April Lyskowsky, Director	YouthBuild	Lawrence	10/13/13	10/13/16
Ed Warnhuis	Lawrence Public Schools	Lawrence	01/26/13	01/26/16
E. Job Corps – Representatives of Job Corps, if available in area.				
Wilberto, Mejias	Job Corps	Lawrence	10/01/13	10/01/16
F. Voting Members of the LWIB – Minimum of 4				
Mike Strem	Strem Chemical	Newburyport	08/01/11	01/01/14
Calvin Williams, Campaign Manager	United Way of Mass Bay & MV	Lowell and Region	01/21/12	01/21/15
Donna Rivera, MSW, Director	Merrimack Valley Area Health Education Ctr.	Lawrence	03/30/12	03/30/15
Supt. John Lavoie	Gr. Lawrence Tech. HS	Andover	10/13/13	10/13/16
G. Other Youth Council Members – Youth Councils may include other individuals, who the chair of the Local Board, in cooperation with the Chief Elected Official, determines to be appropriate. Special consideration should be given to (1) a representative from the Adult Basic Education community and (2) a youth representative. Please identify the youth representative(s) as such in the appropriate section, below.				
Howard Allen	Consultant	Greater Lawrence	08/17/11	08/17/14
Janet Allison, Department Director	New England Association of Schools & Colleges	Greater Lawrence	01/21/12	01/21/15
Irene Chalek, Director of Adult Literacy/Transition	Northern Essex Community College	Lawrence Campus	09/12/11	09/12/14
Beverly DeSalvo	Whittier Reg Voc Tech High School	Haverhill	01/26/13	01/26/16
Ed Fitzgerald, Area Director	Dept. Developmental Services	Haverhill	02/21/13	02/21/16
Brad Howell, Director	Career Resources Corp., Inc.	Haverhill	10/13/13	10/13/16
Linda Piergeorge	Mass Rehabilitation Commission	Newburyport/Amesbury	01/21/12	01/21/15
Megan Shea, Program Director-College to	Northern Essex Community College	Haverhill	02/23/12	02/23/15

Steve Noroian, Supervisor	Dept. of Mental Health	Lawrence	03/03/12	03/03/15
Thomas Connors, President	LARE/American Training	Lawrence	08/17/11	08/16/14
Francisco Brea, Rapid Response Union Specialist	Massachusetts AFL-CIO	Lawrence	04/11/13	04/11/16
Maria Miles	Salisbury Chamber of Commerce	Salisbury	10/13/13	10/13/16
YOUTH REPRESENTATIVE(S)				



MERRIMACK VALLEY
WORKFORCE INVESTMENT BOARD

Strategic Plan 2011-2016

Revised October 2013

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Overview

During the past three years, the Merrimack Valley Workforce Investment Board (MVWIB) responded to cross-WIB region business and industry workforce needs by actively participating in the following:

-A State Energy Sector Program (SESP) with the Greater Lowell and North Shore WIBs, where the MVWIB itself job placed about thirty new clean energy workers and helped upgrade the skills of thirty incumbent workers. This activity is also part of the MVWIB High Performing WIB three workforce development focus areas.

-A Regional Innovation Grant (RIG) with the Greater Lowell and New Hampshire WIBs where the current MVWIB Deputy Director wrote the Plan and Final Report.

-The Northeast Advanced Manufacturing Collaborative (NAMC), with the Greater Lowell, Metro North and North Shore WIBs as well three Community Colleges and many Career Centers and Vocational High Schools. It is still very much a work in progress but also one of our focus areas.

-MVWIB is an active participant in the Mass Workforce Board Association which regularly addresses cross-WIB employer issues

MVWIB has also budgeted considerable Valley Works Career Center (VWCC) IT staff time to help develop new, Statewide IT systems.

Our Board Chairman, Joseph Bevilacqua, heads one of the largest and most active Chambers of Commerce in Massachusetts and it crosses several WIB regions. He and Governor Patrick are Co-Chairmen of the MA Workforce Investment Board. He, other Board members and the Merrimack Valley Workforce Investment Board Executive Director are in constant contact with area business people and we always try to be responsive to their needs.

Mr. Bevilacqua is also chairman of the Massachusetts Economic Development Council and keeps the MVWIB and staff informed of MA economic development strategies. This document includes charts and document citations that demonstrate the MVWIB's ability to analyze data relevant to both the workforce and economic development systems.

MVWIB staff members are on the board of the Merrimack Valley Planning Commission (MVPC) and the Merrimack Valley Economic Development Council (MVEDC). We have participated in the development of the following goals for at least the last three years. Their current goals are as follows:

MVPC Economic Development Goals:

- *Comprehensive Economic Development Strategy (CEDS)
- *Business Incentives and Districts
- *Data/Technical Assistance
- *Brownfields Abatement
- *Small Business Loan Fund

MVEDC Goals:

- *I-93 Tri-Town Interstate Completion
- * Reinforcing industry clusters as economic drivers
- * Strengthening the Partners for Progress

The MVEDC is currently headed by David Tibbets, former MA Secretary of Housing and Economic Development. The MVWIB was one of the Board members who voted to select him as head of MVEDC. Since then, we have supported MVEDC organizational goals related to event and project planning via the Merrimack Valley Partners for Progress. The Partners bring together Northern Essex Community College, Middlesex Community College, area Chambers of Commerce as well as the Greater Lowell Workforce Investment Board and MVWIB to work together on more integrated and aligned services to area employers. We have provided LMI information that helped shape its employer focus and also prevented the Partners from entering into a bank worker trainee program with Goldman Sachs because we knew that area small banks thought that Goldman's reputation was tarnished by the 2008 economic meltdown.

The Merrimack Valley Planning Commission (MVPC) is currently headed by Dennis DiZoglio, a former mayor of the City of Methuen, which abuts Lawrence. We are a member of their leadership team and shared the LMI information which helped shape their September 2012 Clean Energy Action Plan and their 2013 MV Comprehensive Economic Development Strategy (CEDS). The MVWIB Executive Director was one of three members on the Haverhill Garage Development Plan which reinforced MVPC's Mill Space refurbishment goals. At a March 23, 2013 quarterly board meeting, the MVWIB Executive Director suggested that MVPC board prioritize its many projects in anticipation of ongoing sequester cuts and that is a current work in progress. Deputy Director Barbara Zeimetz or the Executive Director attended virtually all of MVPCs CEDS meetings and directly influenced outcomes. As a result of those efforts MVWPC and MVWIB are now working together to promote local hiring for municipal clean energy updates. A copy of the draft document is in the attachments.

The MVEDC and MVWP both have regions that include communities outside of our Workforce Investment Area (WIA). The Merrimack Valley Workforce Investment Board (MVWIB) serves fifteen cities and towns in the Northeast section of Massachusetts sometimes known as the Lower Merrimack Valley. Its cities and towns consist of: Andover, Amesbury, Boxford, Groveland, Georgetown, Haverhill, Lawrence, Methuen, Merrimac, Newbury, Newburyport, North Andover, Rowley, Salisbury, and West Newbury. The region has an especially diverse population with large cultural, educational and economic differences amongst its constituent communities. Most of our WIA Adult, Dislocated Worker and Youth funds serve low income people and most of them reside in the cities of Lawrence, Haverhill and Methuen

The Merrimack Valley Workforce Investment Board charters and oversees the ValleyWorks Career Center, which has two locations, one in Lawrence and one in Haverhill. ValleyWorks staff consist of City of Lawrence Department of Training and Development employees and State employees from the Commonwealth's Department of Career Services. ValleyWorks has historically been one of the most visited centers in the State with most on-site Lawrence customers generally being low-income minorities while those visiting the Haverhill site being a mix of low-income and middle class white and minority customers. From 2011 to 2013, about 15,000 individuals per year became ValleyWorks member and about six hundred employers were annually served. The Centers regularly achieved or exceeded its planned performance levels. Apart from a basic dashboard, this package contains several examples of how MVWIB staff keep the Board informed of various situations and of how VWCC and MVWIB staff perform in dealing with them.

In addition to the oversight of the local Career Center, the MVWIB brings additional resources and oversight capacity to this region's training vendors. We have historically worked with about fifty individual vendors per year using WIA and non-WIA funds. Our non-WIA funding generally comes from CommCorp, other State and Federal departments and from the private sector. We also work

with other regions and organizations that have different sets of funding streams and vendors which we subcontract using shared funds.

The MVWIB develops joint strategies and works with vendors and public and private partners to assist the following specific types of individuals, most of whom are low-income, and area businesses and industry types, most of which have a noticeable area presence:

- limited-English speakers
- immigrants and refugees
- ethnic or racial minorities
- veterans
- the physically or mentally disabled
- adult and youth ex-offenders
- high school graduates and drop-outs
- the unemployed or underemployed
- hospitals and medical clinics
- long-term care facilities
- advanced manufacturers, many of which are defense contractors
- lead and asbestos abatement companies¹
- companies in need of specialized IT
- trucking and transportation companies
- food processing/manufacturers
- clean energy companies

The Merrimack Valley Workforce Investment Board (MVWIB) began to develop its last Strategic Plan in September of 2008. That effort responded to the State's High Performing Workforce Investment Board (HPWIB) initiative. (In October 2010, MVWIB received HPWIB certification, in part due to the quality of its Strategic Plan.)

Every effort was made to ensure that we received information from both workforce stakeholders and entities involved in economic development. Stated perspectives reflect the priorities and needs of critical employment sectors in the region, and are aligned with local economic development efforts. They also embrace the three comprehensive workforce priorities outlined by the Governor:

- ◆ Build the capacity of the workforce system
- ◆ Address the regions skill gaps in key industries
- ◆ Enhance the youth pipeline to employment

1] Health Care, 2] Advanced Manufacturing and 3]Green/Life Sciences were chosen as this region's primary workforce development foci. Massachusetts Job Vacancy Survey indicated that the healthcare field had the most numerous and frequent vacancies. The majority of this region's manufacturing sector jobs required an Associate's Degree or higher. Green jobs were hard to track and quantify because their definitions were flexible and they may occur in any type of business or industry. Since then, we've found that clean energy and site abatement jobs are more easily defined..

At the time the plan and the HPW paperwork were started, 4.8% of Merrimack Valley WIA residents were unemployed (December 2007). At the time of initial plan development, members used the Massachusetts Job Vacancy Survey² which was based on fourth quarter of 2007 employment numbers. 7700 employers across the Commonwealth responded to the 2007 survey. It indicated that just 8% of employers thought they would be cutting jobs at their businesses while 30% expected to increase hiring and 53% expected to keep their employment levels about the same.

¹ BLS data indicates that the City of Lawrence has more abatement workers per capita than any other municipality in the United States

² Massachusetts Job Vacancy Survey, Massachusetts Office of Workforce Development, 4th Quarter 2007.

Unfortunately, that did not happen. Instead, virtually all but high-end scientific and professional services laid-off workers. At the time our strategic plan was developed, we did not know that the MVWIA would have nearly twice as much unemployment for at least the next six years. Nor did we know that our annual WIA funding would drop by over 30% in three years (counting ARRA funds the drop would be greater).

At the time, Board, employer partner, and staff discussions focused on ensuring that employers in critical Merrimack Valley employment sectors would have sufficient numbers of prepared workers to fill anticipated vacancies. We continue to consider this a key goal but we now temper it with the realization that we must help as many residents find good jobs wherever they can using a lot less workforce development money. The following indicates our region's, and most of our principle cities' above average underemployment rates in FY2013.

	MA	National	LMVWIA	Lawrence	Haverhill	Methuen
July	6.6	8.3	7.8	13.9	6.9	8.8
August	6.4	8.1	7.9	14.8	7.0	8.8
September	6.4	7.8	7.9	14.6	7.1	8.6
October	6.2	7.9	7.6	13.9	6.7	8.2
November	6.1	7.7	6.4	13.9	6.8	7.9
December	6.5	7.8	7.8	14.1	7.1	8.6
January	7.4	7.9	8.4	15.1	7.6	8.8
February	6.8	7.7	7.9	14.2	7.0	8.6
March	6.8	7.6	8.1	15.1	7.3	8.5
April	6.3	7.5	8.1	15.0	7.2	8.5
May	6.8	7.6	7.9	14.7	6.7	8.3
June	7.4	7.6	8.6	15.7	7.3	9.1

As will later be noted, the UI rate does not fully capture many area residents' difficult situation. Many more than the State average are disconnected from the labor force and they do not register in UI numbers.

MVWIB plans have been more tentative since the great recession. The economic outlook improves then falters, usually because of world events, the growing national debt, and the political arguments on how to deal with it. The most recent unemployment data as of this writing (7/2013) has Merrimack Valley WIA unemployment increasing year-on-year to 8.5%, while the Massachusetts rate also increased year- on-year to 7.2%)³.

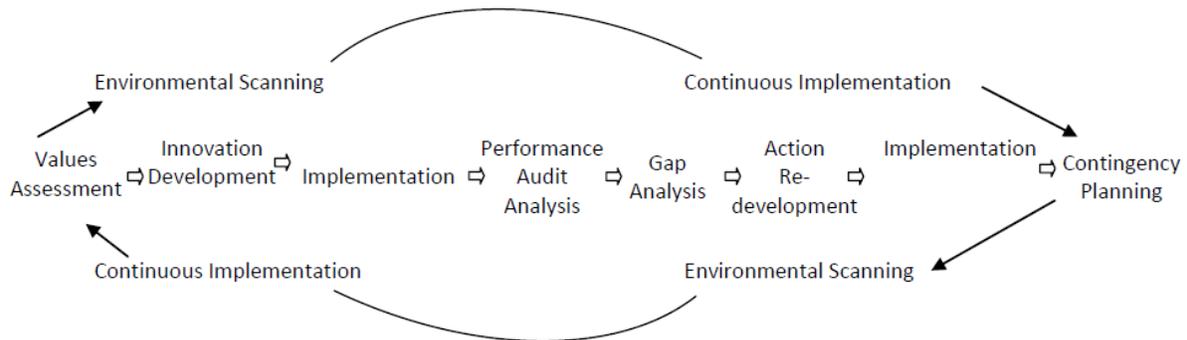
We now consider the Merrimack Valley workforce system's first priority to be ensuring that the immediate needs of unemployed individuals are met as best possible with reduced funding in an era of unclear global, national, political and regional developments. We focus much of our planning on how to deal with current and future cuts and aim to do our best to attain the performance goals annually provided to the Division of Career Services (DCS).

Due to UI On-line's belated and imperfect arrival, our short-term plan also consist of ongoing adjustments to the new realities occasioned by it. In this context we are conducting a thoughtful and thorough analysis of the regions' workforce and employment needs to ensure that diminishing dollars are most effectively spent in facilitating Merrimack Valley residents access to the best jobs they qualify for. But we also continue to strive to support businesses that are creating the products and services that meet and will meet future consumer demands. As majority board members, they were this plan's the primary shapers.

³ Massachusetts Unemployment Trends for Merrimack Valley Service Delivery Area July 2013

We use currently available media news, labor market information, workforce demographics, industry projections and input from employers in key industries to adjust our short- and long-term strategic plan as needed in a quickly changing economic and political landscape. Board, partners and staff also discuss various workforce development funding scenarios and how to react to them appropriately at various staffing and operational levels.

The below roughly illustrates how we use information.



Future workforce development funding levels, how the nation handles the growing deficit, the effective reform of K-12 and college education systems, how well the U.S. competes and leads the global economy, and the long-term impact of UI on-line are all very uncertain. To meet current national, State and regional challenges, the board has voted to create various signposts going forward. Our last strategic plan version built on past success and lessons learned through a number of key initiatives and collaborations. But the past now seems less useful for concrete future planning. To maintain the flexibility current times seem to demand, MVWIB's newly compiled and updated 2011-2016 Strategic Plan builds on past goals while offering new guiding principles to shape our reactions to changing events.

Our strategic plan is roughly organized on the basis of the Strategic Principles recently approved by MVWIB through the year 2016⁴. After elaborating on different aspects of those principals, we list goals, activities, and benchmarks designed to measure and evaluate the impact of the Strategic Plan over its remaining three years.

MVWIB 2011-2016 Strategic Plan Principles

Dislocated and 'Adult' Workers Principle 1. *Continue to focus our regional workforce development job pipeline on advanced manufacturing, entry to low and mid-level health care, green technology and other emerging industries as stated in our High Performing WTB document but do not lessen support to other areas that have job openings and good wages.*

Despite the post-2008 economic slowdown, this region's advance manufacturing companies continue to state that they need skilled machinists and entry level workers to replace aging machinists on the point of retirement and to allow younger in-house personnel to upgrade so that they can fill more senior positions. But formula WIA money has been steadily reduced over the past three years. This region cannot sustain adequate staffing with just WIA formula funds. It has qualified for various National Emergency Grants (NEGs) to provide concentrated services for dislocated workers

⁴ MVWIB October 10, 2013 Annual Meeting minutes featuring Secretary Goldstein as principle speaker

affected by large closings or downsizings in various employment sectors that may not be in advanced manufacturing or our two other stated focus areas.

Without NEG support, all of our VWCC unemployed or incumbent worker services, and all of our employer services would suffer from a cumulative WIA formula funding cut of over 30% from FY 2011 to FY 2014. We cannot concentrate on just advanced manufacturing, entry to low and mid-level health care and green technology but instead need to go to the areas where NEG grants indicate there is most need and where significant NEG financial support is provided.

It may also not be best to direct an inordinate number of unemployed and underemployed customers to those three sectors because each of them is extraordinarily dependent on Federal and State government decisions which may overturned more suddenly than is normally the case with market forces. As far as WIA ITAs go, we plan to instead treat our focus areas as we treat any other business sectors – if LMI information indicates that there are immediate or soon-to-be job offerings, we inform appropriate customers of the same and let them choose.

It is difficult to gauge future regional and Massachusetts advanced manufacturing job numbers. There is an undoubted need to replace aging machinists with younger ones and there may be tens of thousands of manufacturing job openings occurring in a few years. But Massachusetts is expensive compared to other parts of the country and the world. Although fracking may lower the cost of manufacturing in America, New York and New England have little of it. Fracking is also likely to lower worldwide energy costs to the advantage of other manufacturing centers. Robotic technology also seems to be reducing the number of employees needed to manufacture goods.

But there are few obvious MVWIA options to new manufacturing growth and MVWIB strives to be involved in efforts to sustain it. So the MVWIB is an active member of the Northeast Advanced Manufacturing Consortium (NAMC) which replaced the Northeastern Massachusetts Customized Manufacturing Partnership (NMCMP). NAMC has had a rough beginning, in part because the partnership now includes another WIB along with the three that previously formed NMCMP, and also three Community Colleges and at least five vocational school - while again working with just a \$500,000 two year grant.

The following 2012-2014 Job projections were extrapolated from mass.gov and provided to the Board and staff. It indicates that MVWIA's health care employment openings are expected to grow while manufacturing stays flat.

Short Term Industry Projections for Lower Merrimack					
The short term employment projections use historical and current industry employment to project how employment will change					
CS	Industry Title	Employment		Change	
		2012	2014	Net	Percent
000	Total All Industries	146,792	151,099	4,307	2.9 %
000	Health Care and Social Assistance	22,153	23,058	905	4.1 %
000	Ambulatory Health Care Services	8,313	8,804	491	5.9 %
000	Hospitals	4,987	5,059	72	1.4 %
000	Nursing and Residential Care Facilities	5,316	5,467	151	2.8 %
000	Social Assistance	3,537	3,728	191	5.4 %
000	Agriculture, Forestry, Fishing and Hunting	241	248	7	2.9 %
000	Crop Production	151	153	2	1.3 %
000	Construction	4,831	5,234	403	8.3 %
000	Construction of Buildings	725	757	32	4.4 %
000	Heavy and Civil Engineering Construction	775	879	104	13.4 %
000	Specialty Trade Contractors	3,331	3,598	267	8.0 %
000	Manufacturing	25,070	24,115	-955	-3.8 %
000	Food Manufacturing	2,738	2,783	45	1.6 %
000	Paper Manufacturing	276	257	-19	-6.9 %
000	Printing and Related Support Activities	928	848	-80	-8.6 %
000	Chemical Manufacturing	1,512	1,525	13	0.9 %
000	Plastics and Rubber Products Manufacturing	537	487	-50	-9.3 %
000	Nonmetallic Mineral Product Manufacturing	139	132	-7	-5.0 %
000	Fabricated Metal Product Manufacturing	2,112	2,001	-111	-5.3 %
000	Machinery Manufacturing	962	933	-29	-3.0 %
000	Computer and Electronic Product Manufacturing	5,307	5,007	-300	-5.7 %
000	Electrical Equipment, Appliance, and Component Manufacturing	1,255	1,164	-91	-7.3 %
000	Furniture and Related Product Manufacturing	297	272	-25	-8.4 %
000	Miscellaneous Manufacturing	1,885	1,780	-105	-5.6 %

Health care provides our regional workforce development system its largest number of entry- and mid-level job openings. But though recent Federal changes in our health care system increases the number of people insured, it is also intended to contain costs. Area health care employers believe that we have already reached the high water mark in health care employment⁵. Even if this perception is inaccurate, it and the new health care system's current lack of clarity may lower historical health care worker hire rates from now till 2016.

Many of the health care providers we are in touch with (below is a partial chart of those in Haverhill) are hesitant to increase hiring until the impact of the new national health care reform act are better known.

Company Name	Employee Name	Position	Phone	Address	City
Centennial Associates of Haverhill	Ryann Tanaparis DMD	Dentist	978-374-9477	62 Brown Street	Haverhill
Central Wholesale & Van Transportation	Larry Zinfel	Manager	978-374-9480	33 Locust St	Haverhill
Children's Health Care, Inc.	Marianne Thurlow HBFT	Office Manager	978-485-7121	2 Water Street, Suite 3	Haverhill
C. Ulrich, Inc.	Carl	Office Manager	978-373-7666	145 Lincoln Avenue	Haverhill
Flash Oberti & Family Practice	Karin Carter	Office Manager	978-621-6555	62 Brown Street, #604	Haverhill
Haverhill Family Practice	Sharon Foster	General Manager	978-372-2290	85 Avco Road, Suite K	Haverhill
Imper Medical Equipment & Services, Inc.	Margaret Alwash	President	978-556-0533	108 B. Mainmack Street	Haverhill
Maple Street Dental Care	Deborah Doynton	Business Admin	978-374-7201	483 Main Street	Haverhill
Northeast Dermatology Associates	Jeremy P. Finkle	President	978-374-6770	62 Brown Street, Suite 301	Haverhill
Parish Medical Associates	John Stern	Exec Dir	978-489-5586	One Parkway	Haverhill
Water Street Family Dental PC	Katrina Gimes	HR	978-372-1999	2 Water Street	Haverhill
Wei Chi System of Natural Healing	Ron Korak	Owner	978-852-3533	177 Wingate Street	Haverhill
White Medical Associates	Ellen Walsh	Office Manager	978-521-8182	62 Brown Street, Suite 200	Haverhill
Libby Clinic	Amel Javak, M.D.	M.D.	978-374-1010	233 Lincoln Av	Haverhill
Monmouth Valley Hospital	Tom Horgan - no longer	Director Volunteer	978-521-8190	145 Lincoln Avenue	Haverhill
Wentworth Hospital	Allen Mansfield	Supervisor	978-372-8090	145 Went Hill Avenue	Haverhill
Baker Road Nursing Home	Laura	Dir of Nursing	978-373-5897	194 Boardman Street	Haverhill
Caring Hearts Homecare, LLC	Eric Sudol	VP	978-373-1293	112 Freeman St. East	Haverhill
Fidella Hospital	Theresa Kelle	Office	978-373-0453	25-35 Railroad Square, Suite 501	Haverhill
Haverhill District Healthcare	Beth Staffa	Administrator	978-373-1747	126 Monument Square	Haverhill
Haverhill Clubhouse	Christie Grandmaison	Mgr.	978-555-1600	100 Locust Street	Haverhill
Haverhill Community Development	Marie	Manager	978-552-4720	251 Amherst St	Haverhill
Haven Health, USA	Jude Foster S2012	Human Resources	978-372-7700	190 South Avenue	Haverhill
Lakewood House Inc.	Alise Smith	Office Supervisor	978-372-1001	87 Shaftuck Street	Haverhill
Lendmark Health Solutions	Tom Moore	Regional Director	978-420-1030	177 Wingate Street	Haverhill
Monmouth Health Group	Richard Atkinson	Accounting Mgr	978-420-1500	35 Avco Road	Haverhill
Monmouth Valley Healthcare House	Leslie	Front desk	978-377-0900	300 South Ave	Haverhill
Oxford Manor Nursing Home	NANCY CASTIGLIONI	DIR OF NURSING	978-373-1131	680 Main Street	Haverhill
Remondale Plaza	Karen Taine	Administrative	978-374-0707	150 Water Street	Haverhill

MVWIB is consequently seeking non-WIA funds in partnership with specific companies in order to bolster this area's entry-level health service related training. Hospitals and family health centers seem to have enough capacity to develop funding and undertake in-house training. They are independently approaching CommCorp for Massachusetts Health Care funding. MVWIB therefore plans to team with smaller entities that have limited grant writing and training capacity. We currently have a planning proposal in to CommCorp to help train entry-level and incumbent workers at long-term care facilities. They will usually be trained for the higher paying jobs on the list left and below. Those jobs are most often filled by low-income people whose first language is not English. They form this region's largest WIA-funding eligible group.

Position	US BLS 2012	# employed in US	U.S Higher Hrly Wage	U.S Yrly Wage	U.S Lower Hrly Wage
1	Personal care aides	985,230	10.01	20,830	9.57
2	Home health aides	839,930	10.49	21,830	10.01
3	Personal care and service occupations	3,810,750	11.80	24,550	10.02
4	Pharmacy aides	42,600	11.28	23,460	10.51
5	Nursing, psychiatric, and home health aides	2,391,750	11.69	24,320	11.07
6	Nursing, psychiatric, and home health aides	2,391,750	11.69	24,320	11.07
7	Ambulance drivers and attendants, except	18,540	11.97	24,900	11.27
8	Physical therapist aides	48,700	12.22	25,410	11.48
9	Orderlies	53,920	12.35	25,700	11.53
10	Nursing assistants	1,420,020	12.32	25,620	11.74
11	Psychiatric aides	77,880	12.83	26,680	11.82
12	Healthcare support occupations	3,915,460	13.36	27,780	12.28
13	Dietetic technicians	24,660	13.79	28,680	12.62
14	Occupational therapy aides	7,950	14.36	29,870	12.91
15	Ophthalmic laboratory technicians	29,380	14.35	29,850	13.74
16	Pharmacy technicians	353,340	14.63	30,430	14.1
17	Medical assistants	553,140	14.69	30,550	14.12
18	Phlebotomists	100,380	14.86	30,910	14.29
19	Psychiatric technicians	67,760	15.93	33,140	14.45
20	Veterinary technologists and technicians	83,350	15.13	31,470	14.56
21	Medical equipment preparers	50,230	15.51	32,260	14.82

Employment by education by on-the-job training category, 2010 and projected 2020

Education, work experience, and on-the-job training	Employment				Change		Total job openings due to growth and replacement needs, 2010-20	
	Number		Percent distribution		Number	%	Number	% Distribution
	2010	2020	2010	2020				
Total, all occupations	143,068.20	163,537.00	100	100	20,468.90	14.3	54,787.40	100
Doctoral or professional degree	4,409.70	5,286.30	3.1	3.2	876.6	19.9	1,701.80	3.1
Internship/residency	1,013.90	1,250.70	0.7	0.8	236.8	23.4	471	0.9
Apprenticeship	-	-	-	-	-	-	-	-
Long-term on-the-job training	-	-	-	-	-	-	-	-
Moderate-term on-the-job training	-	-	-	-	-	-	-	-
Short-term on-the-job training	34	37.2	0	0	3.1	9.2	9.6	0
None	3,361.80	3,998.40	2.3	2.4	636.6	18.9	1,221.20	2.2
Master's degree	1,986.00	2,417.20	1.4	1.5	431.2	21.7	903.9	1.6
Internship/residency	176	238.4	0.1	0.1	62.4	35.5	102.1	0.2

⁵ MVIB 4/26/2011 Quarterly Meeting at Holy Family Hospital

As seen above, among many other sources, the MVWIB uses Bureau of Labor Statistics to help keep track of current health care employment trends, wages, and projected educated and training needs. The chart indicates that ongoing and numerous entry-level hiring is expected.

The MVWIB allocates more WIA funding to healthcare worker training than to any other employment sector. Although we sometimes train people for mid-level health job credentials, many of those are expensive and take more than one year to complete. Current funding levels advise against them and we instead support less expensive and briefer entry-level health care training. But we are concerned that hiring rates may slow in all health sectors and consequently look for increased, health care targeted funding in close cooperation with area employers. That is what we are currently doing with long-term care facilities and what we plan to do with other entities as opportunity presents.

The following is another recent LMVWIA job projection on mass.gov. Regardless of the expected silver tsunami, manufacturing is way down on the list of expected job openings and not seen in the below copy of an Excel spreadsheet until much further down the list.

	A	B	C	D	E	F	G	H	I	J
1	Most job openings for Lower Merrimack Valley WIA - Long Term									
2	SOC									
3		Employment	Employment	Change	Change	Annual Average	Annual Average	Annual Average	Education	
4	Code	Title	2010	2020	Level	Percent	Openings Total	Openings Growth	Openings Replacements	Level
5	291111	Registered Nurses	3,740	5,200	1,260	33.69%	194	126	68	Associate's degree
6	399021	Personal Care Aides	1,384	2,217	833	60.15%	94	63	11	Less than high school
7	311012	Nursing Aides, Orderlies, and Attendants	1,540	1,994	454	29.48%	65	45	20	Postsecondary non-degree award
8	252021	Elementary School Teachers, Except Special Education	1,631	2,082	451	27.65%	81	45	36	Bachelor's degree
9	414012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,292	1,734	442	34.21%	74	44	30	High school diploma or equivalent
10	436013	Medical Secretaries	1,210	1,644	434	35.87%	59	43	16	High school diploma or equivalent
11	259041	Teacher Assistants	1,908	2,227	419	23.17%	63	42	41	High school diploma or equivalent
12	434051	Customer Service Representatives	1,571	1,987	416	26.46%	87	42	45	High school diploma or equivalent
13	512092	Team Assemblers	1,798	2,214	416	23.14%	78	42	36	High school diploma or equivalent
14	439061	Office Clerks, General	2,086	2,499	413	19.80%	78	41	37	High school diploma or equivalent
15	433031	Bookkeeping, Accounting, and Auditing Clerks	2,279	2,667	388	17.03%	64	39	25	High school diploma or equivalent
16	131161	Market Research Analysts and Marketing Specialists	606	967	361	59.57%	52	36	16	Bachelor's degree
17	151132	Software Developers, Applications	1,034	1,388	354	34.24%	46	35	11	Bachelor's degree
18	353021	Combined Food Preparation and Serving Workers, Including Fast Food	2,054	2,401	347	16.89%	92	35	57	Less than high school
19	151133	Software Developers, Systems Software	1,069	1,413	344	32.18%	45	34	11	Bachelor's degree
20	353031	Writers and Writers Assistants	2,043	2,379	336	16.45%	136	34	102	Less than high school
21	211093	Social and Human Service Assistants	871	1,193	322	36.97%	51	32	19	High school diploma or equivalent
22	431011	First-Line Supervisors of Office and Administrative Support Workers	1,328	1,643	315	23.72%	68	32	36	High school diploma or equivalent
23	373011	Landscaping and Groundskeeping Workers	1,141	1,443	302	26.47%	50	30	20	Less than high school
24	292061	Licensed Practical and Licensed Vocational Nurses	1,036	1,324	288	27.80%	57	29	28	Postsecondary non-degree award
25	399011	Childcare Workers	1,207	1,486	279	23.12%	66	28	38	High school diploma or equivalent
26	395012	Hairdressers, Hairstylists, and Cosmetologists	743	1,022	279	37.55%	42	28	14	Postsecondary non-degree award
27	131111	Management Analysts	715	967	252	35.24%	37	25	12	Bachelor's degree
28	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,465	1,692	227	15.49%	43	23	20	High school diploma or equivalent
29	172112	Industrial Engineers	934	1,159	225	24.09%	42	22	20	Bachelor's degree
30	151121	Computer Systems Analysts	635	858	223	35.12%	34	22	12	Bachelor's degree

MVWIB will consequently take the same approach to manufacturing jobs as it has with health care sector jobs – it will team up with specific area employers to seek public and private funds for customized manufacturing training. We have done so as a founding member of the Northeast Advanced Manufacturing Collaborative (NAMC). NAMC, though currently experiencing a very rough start, should ultimately help this area's unemployed and underemployed people join with area manufacturing employers to successfully compete in the global marketplace.

Before teaming up with employers for larger than average manufacturing-related training and job placement initiatives, MVWIB and VWCCC receive limited commitments to hire which, though unenforceable, should at least increase program graduates likelihood of hire and employer participation in training curriculum and program development.

We have other reasons to be cautious about dedicating inordinate amounts of WIA funding to manufacturing. The following lists the manufacturing industry openings that occurred in the U.S. during the first half of 2011.⁶

All Manufacturing Openings			Production Openings		
Title	Openings	% of Total Openings	Title	Openings	% of Total Openings
Sales Representative	16,936	2.5%	Production Supervisor	4,314	7.9%
Software Engineer	8,695	1.3%	Machinist	2,469	4.5%
Manufacturing Engineer	8,667	1.3%	CNC Machinist	1,786	3.3%
Account Executive	8,021	1.2%	Plant Manager	1,398	2.6%
Intern	7,025	1.1%	Machine Operator	1,189	2.2%
Account Manager	6,783	1.0%	Manufacturing Supervisor	977	1.8%
Merchandiser	6,282	0.9%	Production Worker	893	1.6%
Systems Engineer	5,867	0.9%	Welder	770	1.4%
Process Engineer	4,640	0.7%	CNC Programmer	726	1.3%
Quality Engineer	4,405	0.7%	Assembler	665	1.2%

Non-production jobs accounted for more than 91 percent of all manufacturing job openings during that period.⁷ But few low-income people, i.e. most of the people that we serve, will find work in non-production jobs unless they have a college degree. Most non-production jobs require at least an Associate's Degree. Although we sometimes join with customers and area Community Colleges to split the cost of an Associate's Degree education (with them using private fees or Pell Grants), and hope to do more of that as will be indicated below, it is not the norm because we have so far found private vendors to be more agile in achieving immediate employment goals. We instead prefer shorter-term manufacturing ITAs, OJTs and Customized Training for production workers.

There are other, bigger reasons to be wary of dedicating larger amounts of WIA to manufacturing job openings between now and 2016. This region is part of an area that receives the fifth largest federal contract allocation in the country. Most of this \$10B+ allocation is for advanced manufacturing and related research activities.

Metro Area	Federal Contract Spending Total	Federal Contract Spending Defense	Spending Per Job	Defense % of Contracts
Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	\$79,366,339,680	\$38,328,580,911	\$27,137	48.29%
Northern Virginia, VA MSA	\$44,441,965,054	\$29,665,207,355	\$34,412	66.75%
Dallas-Fort Worth-Arlington, TX MSA	\$20,050,694,930	\$18,706,396,879	\$6,814	93.30%
Los Angeles-Long Beach-Santa Ana, CA MSA	\$17,686,539,154	\$13,182,889,858	\$3,313	74.54%
Boston-Cambridge-Quincy, MA-NH MSA	\$14,042,026,287	\$10,565,862,081	\$5,847	75.24%
Phili-Camden-Wilmington, PA-NJ-DE-MD MSA	\$11,795,232,262	\$7,437,633,267	\$4,567	63.06%
San Diego-Carlsbad-San Marcos, CA MSA	\$11,699,542,921	\$10,821,383,368	\$9,222	92.49%
New York-Northern New Jersey-Long Island,NY-NJ-PA MSA	\$11,218,634,037	\$7,853,161,914	\$1,371	70.00% ⁸

⁶ U.S. Manufacturing Jobs: Where Companies Are Hiring, Center for Regional Economic Competiveness, November 2011 p.11

⁷ U.S. Manufacturing Jobs: Where Companies Are Hiring, Center for Regional Economic Competiveness, November 2011 p.8

⁸ Source: JobsEQ - www.jobseq.com and FPDS. Employment data as of 2012q4, Spending data FY2010-12 as of 1/15/2013. The areas cited above are the top part of a much longer list.

If defense funding continues to go down as needed and as automatically recurs in the Federal sequester, this area's advanced manufacturing may suffer a significant downturn before 2016. This is somewhat ameliorated by Raytheon, our largest regional employer's diverse number of foreign defense and other contracts⁹. But even if the Sequester doesn't impact this, manufacturing robotics and 3-D printing may reduce the number of manufacturing job openings that will occur as a result of older workers retirement. Though they are likely to keep non-production jobs in MA, if the Commonwealth doesn't find ways to reduce them, larger companies' production facilities can simply go to other parts of the country or overseas where there are fewer overhead costs. (Security and quality control issues elsewhere will prevent a total displacement of MA manufacturing, we here are concerned with continuous percentage drops.)

That is not to say that we should not seek to help bolster area manufacturer's global competitiveness. Manufacturing is this region's greatest wealth producer and may still be the second largest employment sector, though that is hard to see with the increasing number of retail and service staff all around us. Without manufacturing growth we are likely to continue our national decline. But given our uncertain and limited funding situation, and the possibility that ongoing issues will not be significantly addressed and ameliorated in the next three years, we hesitate to allocate large amounts of WIA training funding to manufacturing without at least some employer guarantees between now and 2016. As stated above we will instead seek manufacturer agreements to hire before we persuade large numbers of low-income people to pursue careers in manufacturing.

This region has a large number of 'green' jobs and is possibly the MA WIA with their greatest number throughout the State. Growing green jobs, especially those related to energy improvement, have been a priority for both President Obama and Governor Patrick. But it is likely that many green jobs depend on subsidies from Federal and MA government. Consequently, though their numbers are likely to grow in the long-term, growth is likely to stop and the sector even shrink if Republicans attain control of both houses of Congress in 2014.

Green sector job growth reduction and possible contraction are concern from now till 2016 both due to politics and because of our national debt's inordinate growth. Short-term subsidy cuts are possible in virtually all green sectors. But MVWIB has not reduced its non-WIA funded efforts in this area. We have successfully applied for two Environmental Protection Agency Grants and a Clean Energy Sector grant and were also a past member of a CommCorp State Energy Center Grant.

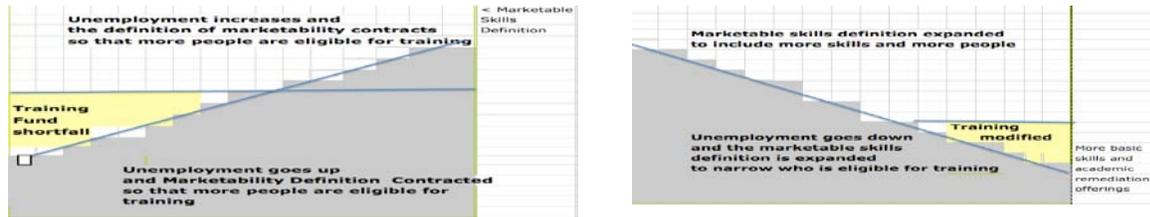
We are currently negotiating an agreement with the Merrimack Valley Planning Commission (MVPC) where we will dedicate WIA and private funds to train prospective and incumbent workers for clean energy municipal infrastructure improvement projects. If successful, this will be a large new initiative. Because of its importance, we include a draft copy of the proposed MVPC MOU in the attachments.

Dislocated and 'Adult' Workers Principle 2. *Narrow who is considered marketable when unemployment is high and expand who is considered marketable when unemployment is low. This especially applies to people formerly employed in high unemployment sectors while other sectors that require similar skills have lower unemployment.*

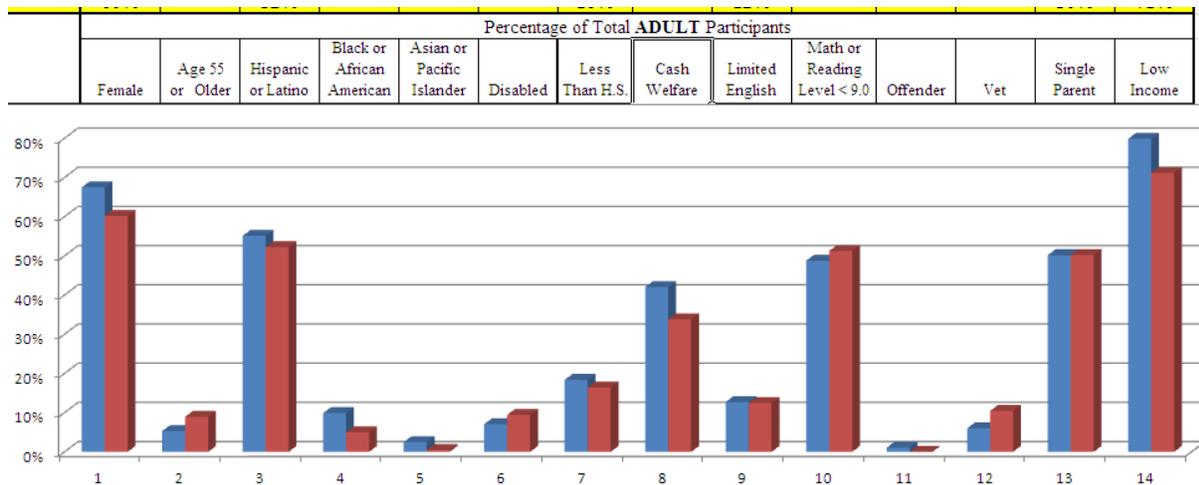
The board decided that, in this time of relatively high unemployment and relatively fewer contributors to the Federal and Massachusetts tax base, we must focus more of our WIA funds on helping to more quickly grow the number of people able to pay regional, Massachusetts and Federal taxes.

⁹ Raytheon President's statement at the MVWIB event we hosted at Merrimack College 11/2012

While unemployment is high, relatively less support will be provided to people who need long-term WIA-funded training because a broader spectrum of people are considered eligible for shorter term WIA-funded training for jobs that pay more than entry-level wages. The below chart illustrates the concept.



Although not exclusively so, for the last two years we have provide more intensive services and WIA funded training to people who can more quickly return to work with less help. The below chart illustrates how slightly fewer low income people were served when previously middle class people not only used dislocated worker funds, but also started to qualify for WIA adult category funding. The left or blue column represent 2011 percentages and the right or red column 2012 percentages.



MVWIB rejects the notion that we are over-serving people who do not want to work. We anticipated possible negative media coverage and collated the information on the below chart. Without counting the number of visits, it shows the percentage of unemployed people VWCC served face-to-face per community in 2012 (Does not include those from NH or other WIBs).

City/Town	2010 Population	May 2012 Unemployment Rate	Number of residents unemployed	Actual 2012 served face-to-face per town	% of unemployed served face-to-face
Amesbury	16,283	5.2	847	330	39.0%
Andover	33,201	4.3	1,428	417	29.2%
Boxford	7,965	4.2	335	48	14.3%

Georgetown	8,183	4.3	352	123	34.9%
Groveland	6,459	4.6	297	115	38.7%
HAVERHILL	60,879	6.4	3,896	2,412	61.9%
LAWRENCE	76,377	13.3	10,158	4,577	45.1%
Merrimac	6,338	2	127	129	101.6%
METHUEN	47,255	7.4	3,497	1,399	40.0%
Newbury	6,666	5.5	367	68	18.5%
Newburyport	17,416	4.3	749	253	33.8%
North Andover	28,352	5.2	1,474	513	34.8%
Rowley	5,856	4.4	258	56	21.7%
Salisbury	8,283	6.1	505	160	31.7%
West Newbury	4,235	4	169	57	33.7%
	333,748		24,459	10,657	

Fewer more educated or driven workers will be eligible for WIA services if the unemployment rate goes down significantly before 2016.

Dislocated and ‘Adult’ Workers Principle 3. *Focus WIA Title I funds on occupational skills training and not on academic remediation. Encourage WIA Title II recipients to dedicate a part of their academic remediation funding towards preparing adult and family literacy students for occupational skills training.*

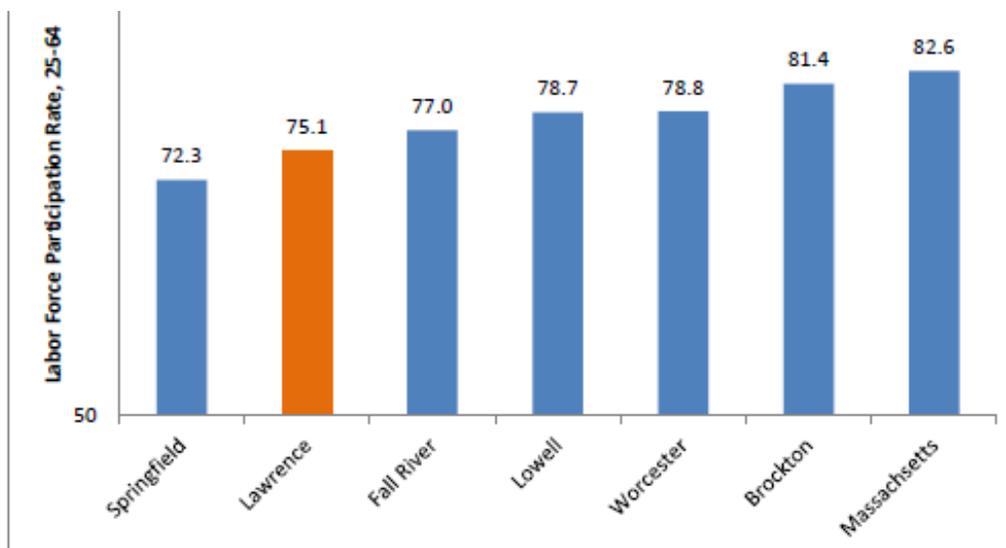
The Board approved that all dislocated workers and ‘adult’ category people have at least an average 7.9 TABE score average before referral to WIA funded training. During times of high unemployment we cannot afford to train less educated people because their likelihood of finding and keeping a job is less than that of people who have mastered at least junior high level academic skills. (We also question whether increasingly smaller WIA Title I dollars can effectively remediate the significant number of unemployed people who have academic skills above grade 7.9.

City of Lawrence residents have historically received the largest part of our WIA intensive services and WIA Training dollars. Lawrencians over 25 years old have the 2nd lowest labor force participation rate in Massachusetts (75%, MA average 83%)¹⁰. Unemployed individuals who are actively seeking employment but are not employed are considered labor market participants. Others are not. So it is possible for an area to have a lower unemployment rate and yet have fewer people working than an area with a higher one.

Under another criteria, Lawrence residents averaged a 71% Labor Force Participation rate from 2007-2011 while 77% of the same ages did so statewide. In either case, the rate was significantly lower. Lawrence’s unemployment rate is typically recorded as being 6% higher than the state average. But its lower Labor Force Participation hides a much higher UI number.

Labor Force Participation Rate of 25-64 Year Old Lawrence and other gateway city residents

¹⁰ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 pg. 8 for MVWIB



Source: American Community Survey Public Use Micro Data Files, 2007-2011; tabulations by authors. All estimates are adjusted for CPS-ACS differences. The estimate for Lawrence is weighted by the race-ethnic composition of youth residing in Lawrence City.

The fact that ‘disconnected’ people do not look for work and are consequently not considered in UI numbers greatly impacts this region’s funding. For example, from 2007 to 2011, it seemed that Lawrence had a higher youth employment rate than the state average.¹¹

Since many of this region’s unemployed do not speak English as their first language, MVWIB will continue to make it clear that high math skills can average up low English skills and that we will also provide waivers for motivated people who have, for example, 4.0 English TABE and 10.0 Math.

Planning has also started on a Memorandum of Agreement with this WIA’s ESOL and ABE Title II education providers. The MOU will specify that we will prioritize acceptance of their eligible students when there are funds to meet other Federally and State mandated priorities and when their students have demonstrated a clear interest in employment as witnessed by their attendance, promptness, application to learning and significantly improving ESOL or ABE scores over one academic year.

Unless the economy greatly improves, we expect the 7.9 stipulation to stay in place until 2016.

Dislocated and ‘Adult’ Worker Principal 4. *Continue setting lower limits to how much Title I money should be spent per individual. Base limits on funding availability and sector unemployment levels. Ensure customers have achieved appropriate academic skill levels before placing them in WIA-funded training.*

The need for appropriate academic skill levels was discussed in the previous section. We here add that students often leave early from programs that provide both academic remediation and skills training. Once they learn enough skills to get a job, they leave whether or not they know enough to pass the GED test. Consequently, a while later, many are back on the unemployment line because they do not have a diploma or GED

MVWIB plans to keep student training costs low to help more people get jobs quickly. Training’s time length usually goes down when training vendors receive less money and the need for lengthy

¹¹ Ibid pg 11

training diminishes if we focus more of our funds on people who have fewer rather than more literacy issues.

We consider this strategy appropriate for periods of high unemployment and growing debt but may increase cost per individual before 2016 ends if more funds are available and national debt accumulation slows.

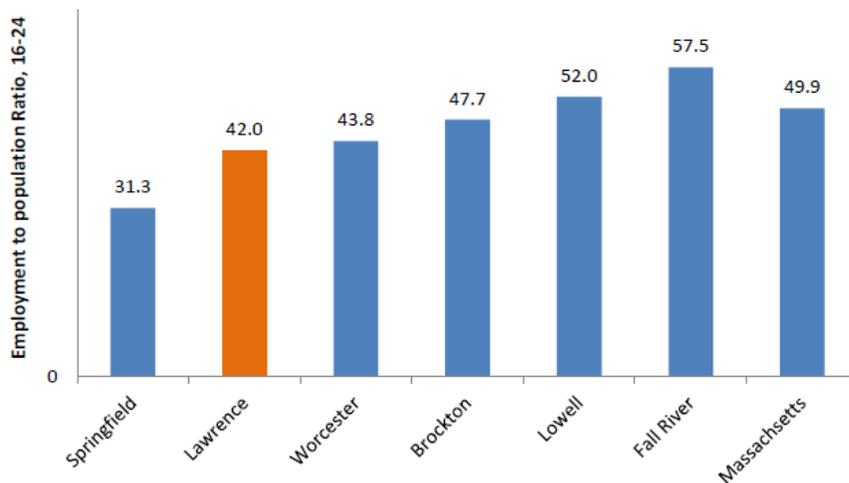
Dislocated and ‘Adult’ Worker Principle 5. *Because of the impact of UI On-line, expand marketing efforts to draw-in people who would benefit from training and other WIA intensive services.*

Although it is too soon to be sure, we expect that the drop in face-to-face career center visitors will result in fewer candidates for referral to WIA services. To compensate for that, our strategic plan includes attention to developing promotional materials where we do not over-promise services when there is less money available, but which increases appropriate client flow and helps WIA-funded Career Center staff choose the most appropriate people for WIA training and intensive case management.

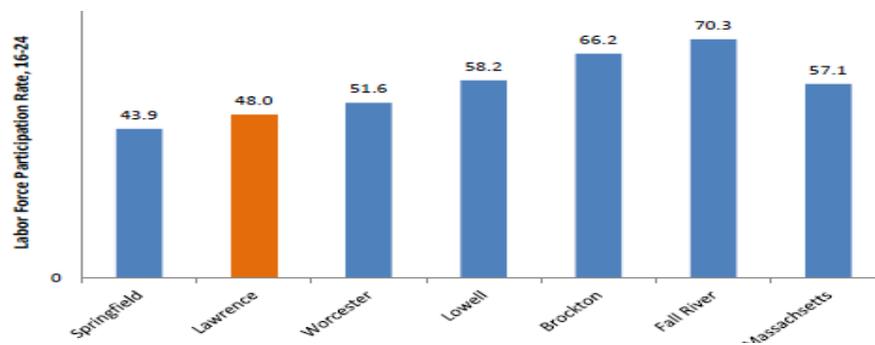
Youth Principle 1. *Help end the idea that the workforce development system is an alternative to acquiring a good academic foundation and graduating from high school. Continue to consider poverty the over-riding barrier to employment (and do not consistently demand that there be still more barriers).*

“Since WIA was created in 1998, and before then during the Job Training Partnership Act, about 80% of our youth training funds have been dedicated to Lawrence youth. Lawrence is our region’s largest City and it has our region’s greatest concentration of poverty. We can be proud of having served many young people who subsequently went on to get and hold jobs. But as was discussed at our last quarterly meeting in January, we cannot keep doing business as usual”.¹²

Lawrence has historically received most of our WIA and CommCorp Youth funding. But, though most of its youth now speak English, it has the second lowest youth employment to population and labor force participation rates in the State. (Both compiled from 2007-2011 ACS data files)



¹² Cal Williams, MVWIA Youth Council Chair, 4/24/14 MVWIB Quarterly Minutes



Most of the kids that don't work also dropped out of school. An unknown number of those who dropped out of school considered the workforce development system as an alternative to finishing school and getting a high school diploma. The MVWIB's plan is to help counter the possibility of youth thinking that the workforce development system can lessen the harm to be done by their not completing high school. It is best that they become aware of that fact while in high school or at least while they're young.

Because of the gravity of the inner city situation, we need to stop using WIA as another chance system for kids who drop out of school. From 2007 to 2011, an average of just 28% of 16 to 19 years old Lawrencians worked at any point in time¹³. Numbers sometimes hide reality because, from 2007-2011, Massachusetts' 16 to 24 year olds were recorded as having a higher average unemployment rate of 12.7% than Lawrence youth who had a lower unemployment rate of 12.6%¹⁴.

Apart from having nowhere near enough funds to act as alternative to the secondary school system, MVWIB wants to be part of a network that holds inner-city schools accountable for their students' learning. We plan to focus and promote our help to low-income youth who learn and graduate from high school and want to work. We plan to provide those low-income youth with a larger number of job-skill related, industry –recognized certificates. We will also look for public and private funds to help low-income youth who want to work while also going to college.

Some may say that MVWIB is discriminating against minority youth by insisting that they have a meaningful high school diploma before being able to receive WIA-funded training. But the prejudice of low expectations is worse. Lawrence Public Schools are moreover about 95% Hispanic and accusations of discrimination ignore that we will help the 60% of Hispanic youth who graduate or who have a GED.

Like everyone else, Hispanic youth need positive role models. It is better that younger low-income see older youth being helped for graduating than for not graduating high school. MVWIB supports and will support the LPS Receivers efforts to greatly improve learning and graduation rather than provide a perceived alternative to good school performance.

The old approach did not work. "The average labor force participation rate of 16- to 24-year old youth was 48 percent in Lawrence over the 2007-2011 period".¹⁵ On average, over the 2007-2011 period, only 28% of Lawrence 16-19 year old teens were employed for one hour or more per week..

¹³ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB, p. 25

¹⁴ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB, p. 25

¹⁵ Ibid p. 7

Lawrence teens had the second lowest employment to population ratio in the state, second only to Springfield (20%)¹⁶.

The Lawrence Public School district is the only Massachusetts district currently in receivership. A large reason for this is its low high school graduation rate. The 2011 adjusted five year cohort graduation rate for Lawrence high schools was just 60.6%. During that period, about 22% of entering 9th graders graduated together from Lawrence High (LHS) (with an additional 6 percent earning a GED).¹⁷

Five years after entering LHS, 40 percent of students had not earned a regular diploma. Andrew Sum has pointed to the statewide consequences of these numbers:

- Dropouts aged 16-24 are much less likely to be engaged in the labor force or be employed throughout their lives than those who complete high school.
- Teen and young adult female high school dropouts were considerably more likely to have one or more children out of wedlock. Out of wedlock children are more likely to live in poverty.
- 16 to 24 year old high school dropouts are 6 times more likely to be put in jail than their counterparts who finish high school.
- The odds of residing in a household with income below the poverty/near poverty thresholds are sharply higher for young high school dropouts.
- Over their expected working lives, high school dropouts will cost U.S. taxpayers a net loss of about \$5,200 per year---every year-- up to the age of 65.¹⁸

“Youth without early work experience are less likely to develop these skills and therefore are less employable than those who have been exposed to the world of work and have therefore developed the behavioral traits and soft skills that are a requirement for employment in any job”.¹⁹ Many low-income minority youth who worked enough to graduate from high school are not finding jobs because our system often prefers to help low-income minority youth who dropped-out. Both groups of people will ultimately be harmed.

The MVWIB considers disconnected youth one of this region’s, state and nation’s most significant long-term problems. Laws can be passed to make it more difficult for employers to export jobs and, perhaps, to contain college costs. But it takes many years to change the attitudes and habits instilled over generations. Over two years ago, we changed our policies so that MVWIA youth must have a high school diploma or GED to qualify for WIA-funded training. Our strategy posits good public schools in the center of what’s needed for workforce development. It recognizes that the MVWIB, its employer majority and other members, are a junior but very necessary partner in that relationship.

¹⁶ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB page 15.

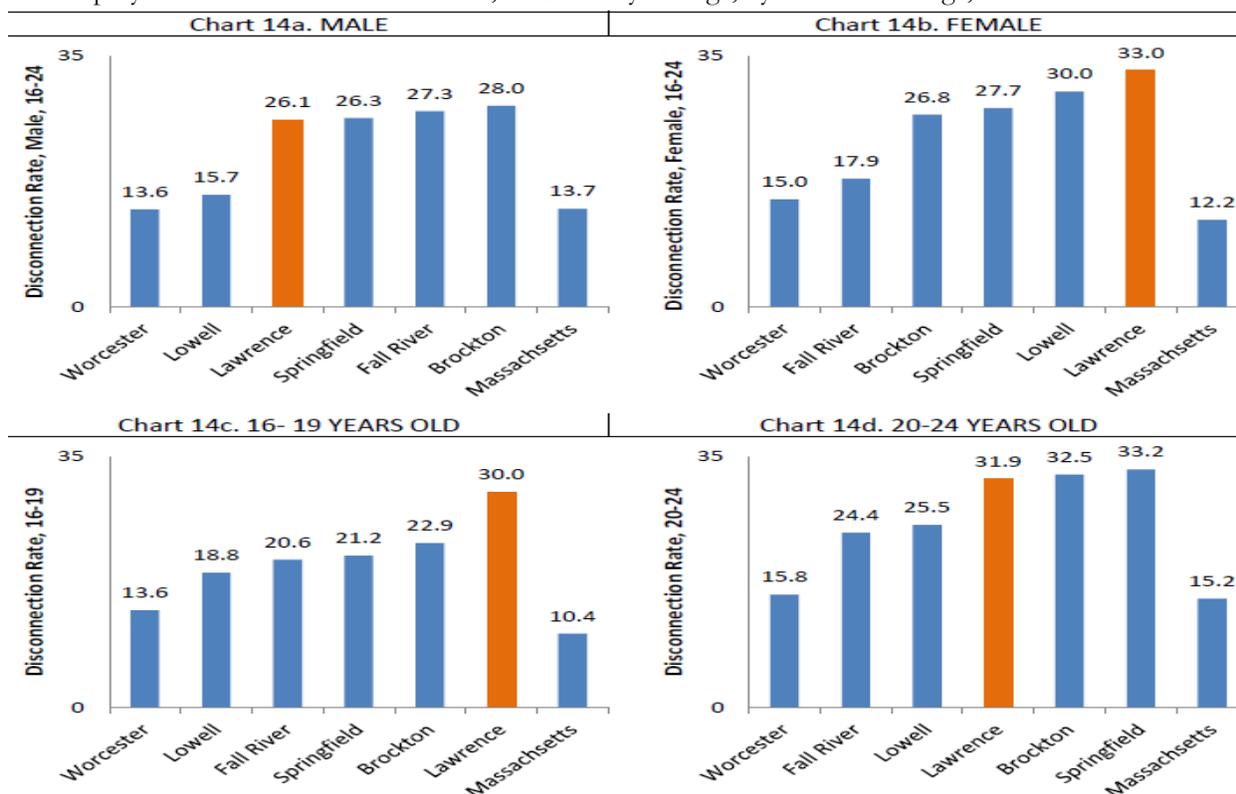
¹⁷ Massachusetts Department of Elementary and Secondary Education, “ 5-Year Adjusted Cohort Graduation Rate 2011 Lawrence,”http://profiles.doe.mass.edu/nsc/gradsattendingcollege_dist.

¹⁸ Andrew Sum, et.al. “The consequence of Dropping Out of High School: Joblessness and Jailing’s for High School Dropouts and the High Cost for Taxpayers,” Center for Labor Market Studies, Northeastern University, October, 2009

¹⁹ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB.

As the charts below illustrate, Lawrence has the State's highest number of 'disconnected' 16 to 19 year olds and the third highest number of 20 to 24 year olds. More young females receive public support than males do and young and 'adult' category females have historically received most WIA-funded training. Apart from the fact that they most often stay home with babies and young children, it may not be a coincidence that, contrary to national trends, more 16 to 24 year old females are disconnected in Lawrence than are 16 to 24 males. Young Lawrencian females had the highest rate of disconnection from school and work (33%), more than twice as high as that of young women residing in Worcester (15%)²⁰. A case can be made that undemanding and concentrated public support in a small area and over two or three generations has helped create and sustain this situation.

The Proportion of 16- to 24-Year Olds in Lawrence and Five Gateway City Areas who were not employed and Not Enrolled in School, ACS Survey average, by Gender and Age, 2007-2011



“Disconnection from work and school places these [people] at a much higher risk of joblessness and idleness in the future. Furthermore, disengaging from school and work also increases the risk of socially deviant behaviors.... Three out of ten teenagers and nearly 32 percent of young adults between 20 and 24 years old in Lawrence were out of school and out of work. A comparison of disconnection rates of young residents by race reveals a sharp difference; 12 percent of non-Hispanic White residents of the area were disconnected from work and school compared to 34 percent of their Hispanic counterparts. Non-White and Hispanic youth were at a considerably higher risk of disconnection (nearly three times as high) than their non-Hispanic White counterparts”²¹.

²⁰ Ibid p 22

²¹ Andrew Sum, et al. “The consequence of Dropping Out of High School: Joblessness and Jailing’s for High School Dropouts and the High Cost for Taxpayers,” Center for Labor Market Studies, Northeastern University, October, 2009

To confront this situation, the MVWIB has generally adopted the remedies suggested by Dr. Paul Harrington in the study we commissioned him to do with part of our High Performing WIB \$100,000 grant. He suggests “that secondary high schools, local community colleges and workforce development organizations are the best positioned institutions to assist teens and young adults who are disconnected from the labor market.”²²

His recommendations are here included verbatim as part of this Strategic Plan. “Reinforcing behaviors like attendance and punctuality can be imbedded into school and community settings. More generally, these organizations must see themselves as responsible for helping build the skills necessary to find and keep a job. What exactly can these organizations do?”

- Help teens overcome the challenges of employer screening by demonstrating how screening mechanisms work—teaching young people how to think about on-line applications and to understand the underlying reasons for each question that is posed on the application.
- Provide students with help in acquiring the savvy required to get a job in today’s labor market. Provide coaching and training in work readiness and career exploration and especially in life skills like punctuality, taking direction and initiative so that young people can find and keep a job. Programs in basic job hunting and job retention should be offered to all working age high school students, with a strong emphasis on understanding how employers make their hiring decisions.
- Take responsibility for brokering relationships between young people and local businesses. Employers are sometimes more willing to take some risk in hiring a young person with little or no work experience if they know that the local high school or community college is engaged in screening these youngsters and will support both the job applicant and the employer to make a successful new hire.
- Provide an easily navigated, unified point of entry for employers who are potentially interested in hiring young people for entry level positions. This means offering employers screening services they value along with a chance to support youth programming in other ways in addition to hiring.
- Comprehensive high schools should place a stronger emphasis on attendance and discipline. District leadership should develop methods to closely monitor and manage attendance, punctuality and discipline and self-control issues on a daily basis. Improvements in these areas will sharply bolster credibility with area employers. Indeed, one of the mainstays of success for the state’s CTE programs has been a strong emphasis on managing student behavior—which many believe helped substantially improve CTE MCAS scores over the years.
- Workforce development efforts should include supporting an in-school professional who connects students with employers. Their task is to build long term credible relationships with local employers and work with young people who do not have their own networks into the labor market to find work.
- Use subsidized work programs as springboards into employer paid positions. Young people in subsidized jobs should come away from those positions with job seeking and job readiness skills. This means that there should be competition among students for subsidized jobs and students must pass the signal and screen tests that are found in the unsubsidized sector of the labor market.
- Employers who participate in subsidized work programs must structure the experience in such a way as to reinforce positive work behaviors including attendance self-discipline, initiative and honesty.
- An important idea about creating teen staffing agencies emerged from the Merrimack Valley youth employer focus group. Employers often have short-term projects that require a few days or weeks of work. Youth serving organizations should develop a teen staffing agency model to place young

²² Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB page 30

people with area employers on a short-term basis. Such teen temp help firms would be located at retail malls or other central locations where a number of employers may be looking for temporary help. Teens who perform well in their temp duties will have the added possibility that an employer will hire them on a more permanent basis or recommend them to another firm for a permanent job".²³

Before commissioning Dr. Harrington, MVWIB had reached many of the same conclusions and had decided to try and to put a career center annex into Lawrence High School. The MVWIB Deputy and Executive Directors had already participated in many of the Receiver's initial studies and recommendation sessions. The Executive Director had also been Chairman of the Lawrence Superintendent Search Committee that decided not to recommend any applicants for Lawrence School Committee review because of the gravity of Lawrence's situation. That resulted in the Mayor of Lawrence's request for Massachusetts Receivership.

In 2012, the MVWIB worked together with President Lane Glenn of Northern Essex Community, Receiver/Superintendent Jeff Riley and VWCC Executive Director Arthur Chilingirian to apply for a U.S. Department of Labor Innovation Grant to place a ValleyWorks annex in Lawrence High. Our proposal was, unfortunately, not funded but, as reflected in the below letter, a part of MVWIB's strategic plan is to try again as opportunities arise.



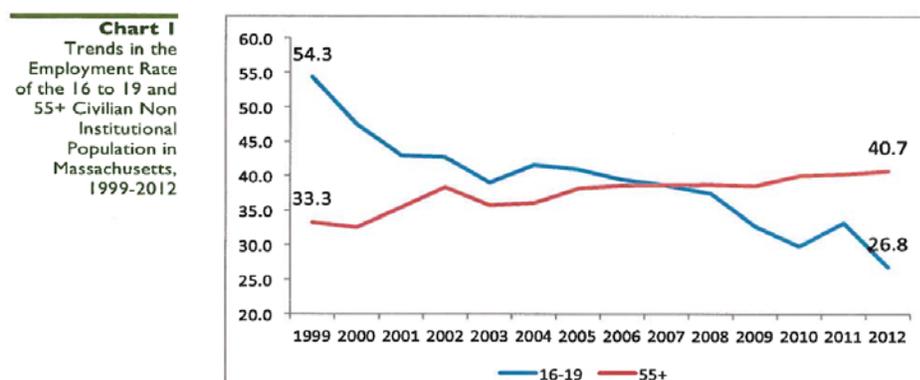
²³ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB page 31-32

Youth Principle 2. *Continue to allocate a portion of youth subsidized employment money by lottery while also dedicating a portion to rewarding low-income youth who have maintained good grades/ comportment or who have significantly improved them.*

“By 2012 older workers in Massachusetts were 15 times more likely to be employed than were teens -a partial result of rising employment rates among older workers, but largely a consequence of unprecedented decline in the employment rates of teens”²⁴. In Lawrence, Methuen and Haverhill’s poorest areas, at least 4 out of 10 out-of-school 16-24 year olds are neither employed, nor looking for work.

“Part of the reason young people are more vulnerable to changes in economic conditions is that they are frequently viewed as less productive workers, relative to adults. Indeed, we have seen considerable evidence of firms substituting older workers for young people in even the most low skilled of occupations”²⁵.

As indicated by the below chart “This trend of substituting older workers for teens became particularly pronounced beginning in 2007 with the onset of the ‘Great Recession’²⁶



Employers place great emphasis on trusting the referral sources or the sources of information they use in making their hires. That is one of the reasons why vocational high school have such high graduate employment rates.²⁷ A recent employer survey results indicate that employers often rate teens poorly with respect to their work behaviors or what are sometimes called non-cognitive skills²⁸

In the past, this region’s workforce development system focused its youth workforce development efforts on low-income youth with a variety of additional barriers such as dropping out of school. MVWIB now thinks that the inner-city youth employment situation is bad enough to warrant focusing our efforts on all low-income youth. In order for them to be hired into unsubsidized jobs, we must provide our employer partners with youth that they can rely on. In order to stop the

²⁴ *Boosting Teen Employment Prospects*- Paul Harrington, Nancy Snyder (CommCorp) pg 9

²⁵ Neeta P. Fogg and Paul E. Harrington, *The Increased Presence of Older Workers in the Massachusetts Labor Market: implications for Workforce Development Policies, Workplace Accommodation, and Universal Design*. Commonwealth Corporation, July, 2011

²⁶ Paul E. Harrington and Nancy L. Snyder, “Signaling Success: Boosting Teem Employment Prospects, Prepared for Commonwealth Corporation, Boston, Massachusetts, April 2013

²⁷ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB, pg 29

²⁸ Paul E. Harrington and Nancy L. Snyder, “Signaling Success: Boosting Teem Employment Prospects, Prepared for Commonwealth Corporation, Boston, Massachusetts, April 2013

perception that misbehaving low-income youth receive more public support than well-performing ones, we must provide well-performing youth with more support.

In a 1990's study, Christopher Ruhm found that, 6 to 9 years after graduation, those who worked 20 hours per week during their senior high school year had annual earnings that were 22 percent greater than those who did not work. They were employed in higher level occupations than those who did not work in high school and were more likely to have health insurance and participate in an employer pension plan.²⁹

VWCC TABE tests show that many inner-city Hispanic youth with recent, U.S. high school diploma can barely perform at an 8th grade academic level. Those youth are by nature no less intelligent than white or Asian youth. We must do our part to change the inner-city culture and institutionalized low expectation that retard their academic progress. We should especially help low-income the middle skilled minority youth to better compete in the marketplace. Like every other group, most minority youth are middle skilled. If we do not help provide opportunities to low- income youth who have a better chance of qualifying for unsubsidized employment, we may be keeping both them and misbehaving low-income youth poor.

Youth Principle 3. *Seek, encourage and counsel economically disadvantaged youth who have a good academic foundation to both work and go to college. Tangibly encourage their dependability as appropriate.*

There is also no doubt that education and training is the key to successful employment, especially STEM-related skill acquisition. More than half of all new career ladder jobs require an Associates degree or higher and there is virtually no occupational area that doesn't require at least some basic computer skills.

The critical challenge facing the MVWIB is ensuring that the workforce development system is responsive to and understands industry needs as they continue to grow and evolve and that workers are prepared with the education and skills to maintain those industries in the Commonwealth.

One of the key priorities in HPW and this updated Strategic Plan is the expansion and development of activities that will support access to higher education and advanced training and retraining for current and future job seekers and employees in the region. It is our current estimate that we cannot reasonably promote college enrollment to everyone. Our country can no longer afford it, employers increasing that their tax dollars are misused in trying to do so and many just look for reliable employees with basic academic skills that they can train.

Although 80% of 2012 high school graduates entered college or certificate programs nationwide, only about 33% percent may graduate from college and an unknown number attain useful certificates. Historically unprecedented low numbers of college graduates currently find work related to their college degrees. The situation is considerably worse for minority students.

Lawrence high school graduates go to college in high numbers. Within 16 months of high school graduation, about 78 percent of the Lawrence graduating class of 2009-10 had enrolled at a post-secondary educational institution. This was greater than the 74 percent statewide college enrollment mean. But most Lawrence graduates were unlikely to complete a degree or certificate program. Most of them a two-year college and the two-year college three year cohort graduation rate averages about

²⁹ Christopher J. Ruhm, "The Extent and Consequences of High School Employment," *Journal of Labor Research*, Vol. 16, No 3. Summer 1995, pp. 293-303

16 percent, with the additional three year cohort transfer rate averaging about 22 percent.³⁰ There do not seem to be records of what happens to those who transfer to 4-year colleges.

This MVWIB strategic plan recognizes that all workers may not be college graduate material, but nearly all of them must have or learn basic academic skills and new technologies and ways of doing things. We must develop ways to better propel those who can succeed in college and those cannot. Through different types of education and training we must help develop worthwhile options for all.

“High school attendance and suspension [are] powerful predictors of dropping out of college. So it is no surprise to find that employers’ reluctance to hire young people without a college degree is associated with the same negative behaviors of poor attendance and self-control (as measured by disciplinary suspension) that cause secondary and post-secondary drop-out problems. Indeed, many employers point to poor discipline at school and home as the source of shirking behavior among young people.³¹

As part of its strategic plan, MVWIB will try to help build a sense of responsibility in all youth and their parents.

Evidence suggests that the labor market highly values a college degree even in bad economic times but additional years of post-high school schooling with no degree or certificate make much less of a difference for both employment and wages. “Perhaps the most heavily relied upon signal in the hiring process is the level of educational attainment which is thought to be positively connected to the productive abilities of job seekers. Employers use educational credentials as an indicator - albeit an imperfect one - to determine which applicants are more likely to be productive.³²

MVWIB hopes to help guide low-income youth who can succeed in college to enroll in it while they work. “The impact of working while in school is also positive at the post-secondary level— especially among male community college students. Audrey Light finds that among men, those who work while in school are more likely not to drop –out and that they do better academically. Statistical models indicate that the long-term estimated economic gains are more than 25 percent greater than when students don’t work while in-college.³³ This also implies that one quarter or more of the net earnings premium associated with earning a college degree may in fact be “the product of working while in school—and not a product of the college degree per se”³⁴.

Zimmer-Gembeck and Mortimer found that students who work for an extended number of weeks while in school, but more limited hours of work (less than 20 hours per week) are substantially more likely to earn a bachelor’s degree than students who do not work or who work more intensively over the course of a week.³⁵

Whenever possible we will try to help appropriate low-income working kids enroll in community college. If kids with good middle-skills attend while they work, they will not only prepare

³⁰ Ibid p. 26

³¹ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB page 31

³² Ibid p. 28

³³ Audrey Light, In-School Work Experience and the Returns to Schooling, *Journal of Labor Economics*, January 2001

³⁴ Employment and Schooling Activities of Youth in Lawrence- Neeta Fogg and Paul Harrington June 2013 for MVWIB page 28

³⁵ Melanie J. Zimmer-Gembeck and Jeylan T, Mortimer, Review of Educational Research, Winter 2006 pp. 537-566 and Mortimer Working and Growing Up in America.

themselves to earn more in the future and to keep jobs longer, they will also help create a dynamic where more low-income hires may occur.

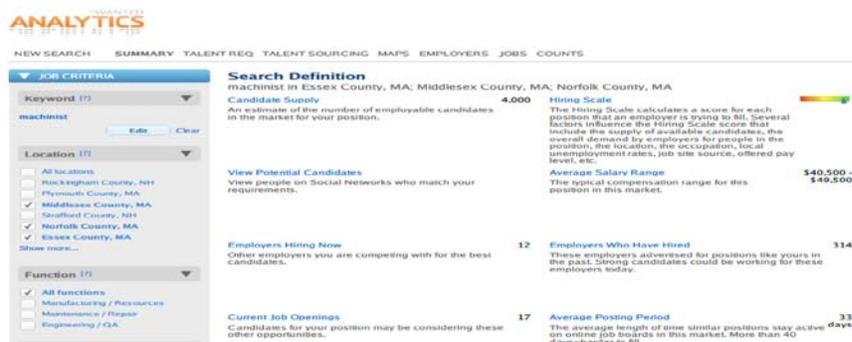
“Current employees were viewed by many employers as a superior way to screen workers for a job. They believed that workers with good work values and behaviors were more likely to be associated with individuals with similar values and behaviors.”³⁶

Partner Relations Principle 1. *Seek out ways to cost-effectively obtain data that helps gauge the effectiveness of career center services and vendor offered training. Data should help gauge their respective effectiveness in both the short and long term. Work with employer, educator and other partners to adjust action in accordance with the changing economic and workforce development situation.*

During the next three years, we will focus maximizing the opportunities for future success for all Merrimack Valley youth, adult and dislocated workers. We strive to ensure that education and training providers receive up to date information on the labor market and skill requirements for employment in the primary labor market, and that collaborations between workforce development organizations, employers, education and training providers and other key stakeholders serving youth are continued and expanded.

That is currently difficult to do because relevant data is often delayed and because information on customers served is often anonymous. Due to confidentiality issues, we do receive information on which customer get and lose jobs and when that happens. It would be very useful to obtain if not real time information, at least timely news that we can use to gauge vendor and career center staff performance. We find it especially difficult to get prompt ITA outcome information. Due to the system currently in-place, vendors are hurt if they promptly report details of their student job placement in TrainingPro and we must instead depend on overworked career center case manager reports to extend vendor training eligibility status. MVWIB will work to obtain or create systems that track employer satisfaction and unemployed and underemployed worker progress

Because the State now provides less timely lay-off and employment info, MVWIB has been using WantedAnalytics since 2011.



As with Dr. Paul Harrington and his team, MVWIB also plans to contract Subject Matter Experts whenever discretionary funds become available and work with them to inform higher authority as appropriate.

³⁶ Ibid p. 28

**CITY OF LAWRENCE
MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD (MVWIB)
PROFESSIONAL SERVICES CONTRACT**

CONTRACT NUMBER: SRVS - 6457 - 85 **CONTRACT START DATE:** 3/5/2012
CONTRACT END DATE: 6/30/2012

NAME OF FUNDING AGENCY AND ADDRESS
City of Lawrence, Merrimack Valley Workforce Investment Board
439 South Union Street, Bldg. 2
Lawrence, MA 01843

CONTRACTOR NAME AND ADDRESS
Center for Labor Markets and Policy
Drexel University, 3001 Market Street
Philadelphia, PA 19104

TOTAL MAXIMUM DOLLAR AMOUNT OF CONTRACT: \$23,500.00
CONTRACT FUNDING TITLE: FY 11 MVWIB High Performance Board
CFDA NUMBER (if applicable): 17.260
MODIFICATION NUMBER (if applicable):

The following sections herewith constitute the articles of this contract between the two parties named above:
Section I: Scope of Services
Section II: Work Program and Schedule

Our in-house administrative information systems are excellent and their results will be shared with all interested parties. We will also continue to improve them as we can.

90	TRAINING VENDOR NAME	COURSE NAME	Sum of ARRA SESP AMOUNT	Sum of WIA ADULT AMOUNT	Sum of WIA DW AMOUNT	Sum of WIA YOUTH AMOUNT	Sum of WIA VETERANS WAIMART	Sum of WIA TOTAL TUITION, BOOKS & FEES	WIA PARTICI Count	Sum of Trade Cost	WIA ITA/ Trade	Sum WIA & Trade
65	NORTHERN ESSEX COMMUNITY COLLEGE	MACHINE OPERATOR CNC		\$2,495			\$2,495	\$4,990	2		WIA ITA	\$09,011
66	NOTRE DAME EDUCATION CENTER	Nursing Assistant Training Program							1	\$2,284	TRADE	
67	NOTRE DAME EDUCATION CENTER	NURSING ASSISTANT PROGRAM		\$9,578			\$7,182	\$16,758	7		WIA ITA	\$19,052
68	PETERSON SCHOOL	BOILER TECHNICIAN 2ND FIREMAN LICENSE							1	\$1,550	TRADE	
69	PETERSON SCHOOL	3 COMBO A HVACR, REFRIGERATION, OIL & GAS HEAT		\$11,950				\$11,950	2		WIA ITA	
70	PETERSON SCHOOL	BOILER TECHNICIAN 2ND FIREMAN LICENSE			\$1,550			\$1,550	1		WIA ITA	\$15,050
71	PORTER & CHESTER INSTITUTE	DENTAL ASSISTING		\$6,000				\$6,000	1		WIA ITA	\$6,000
72	QUALITY & PRODUCTIVITY SOLUTIONS, INC.	Market Export Certification Course (60 Hr. PMP or Supply Chain, etc)							2	\$90,000	TRADE	
73	QUALITY & PRODUCTIVITY SOLUTIONS, INC.	PMP PLUS SIX SIGMA GREEN BELT CERTIFICATION		\$6,000				\$6,000	1		WIA ITA	
74	QUALITY & PRODUCTIVITY SOLUTIONS, INC.	SIX SIGMA BLACK BELT CERTIFICATION		\$6,000				\$6,000	1		WIA ITA	\$42,000
75	RED CROSS	CERTIFIED NURSE ASSISTANT	\$2,208			\$1,103		\$3,309	3		WIA ITA	\$3,309
76	SALEM STATE COLLEGE	ADVANCED PROFESSIONAL COUNSELING		\$6,000				\$6,000	1		WIA ITA	\$6,000
77	SEACOAST CAREER SCHOOLS	HEALTH CLAIMS SPECIALIST		\$6,000				\$6,000	1		WIA ITA	\$6,000
78	TRAINING UNLIMITED	Accounting with Bookkeeping and Finance							1	\$5,000	TRADE	
79	TRAINING UNLIMITED	ESL / GED							1	\$7,000	TRADE	
80	TRAINING UNLIMITED	ESL /Nurse Assistant/Home Health Aide							3	\$14,550	TRADE	
81	TRAINING UNLIMITED	ESL Basic English							29	\$188,334	TRADE	
82	TRAINING UNLIMITED	COMPUTER SUPPORT PROFESSIONAL	\$5,000		\$5,000			\$10,000	2		WIA ITA	
83	TRAINING UNLIMITED	MEDICAL ADMINISTRATIVE ASST		\$15,000				\$15,000	3		WIA ITA	\$189,884
84	UMASS LOWELL	Security Management and Homeland Security							1	\$7,380	TRADE	\$7,380
85	WILLIAM GEORGE ASSOCIATES	Computerized PMP Leadership (over Six Sigma & BARRAGE Project) (4)							4	\$39,980	TRADE	
86	WILLIAM GEORGE ASSOCIATES	CAPM PLUS SIX SIGMA GREEN BELT		\$6,000				\$6,000	1		WIA ITA	
87	WILLIAM GEORGE ASSOCIATES	LEAN SIX SIGMA GREEN BELT CERTIFICATION		\$9,900				\$9,900	2		WIA ITA	
88	WILLIAM GEORGE ASSOCIATES	PMP / CAPM PLUS SIX SIGMA GREEN BELT CERTIFICATION		\$12,000				\$12,000	2		WIA ITA	
89	WILLIAM GEORGE ASSOCIATES	PMP PLUS SIX SIGMA GREEN BELT CERTIFICATION		\$18,000				\$18,000	3		WIA ITA	\$85,880
90								Sum of WIA TOTAL TUITION, BOOKS & FEES		\$ 620,793	TRADE	\$ 1,183,256
91								\$542,521		\$ 620,793	TRADE	\$ 1,183,256

Partner Relations Principle 2. *Clearly advise State and Federal administrators on regional perceptions of federal and statewide policy and process changes as they impact direct services and service outcomes. Raise issues important to employers, educators and the unemployed.*

We work and speak with everyone who will listen. In 2012, we hosted the President of Raytheon at Merrimack College in North Andover along with our Northeast Advanced Manufacturing Consortium partners and CommCorp.



During the application process for funds in order to provide manufacturing training in northeast Massachusetts, we took issue with prospective funding scenarios.



439 South Union Street, Suite 102
Lawrence, MA 01843
Phone: 978-682-7099
Fax: 978-794-1901

December 14, 2012

President Nancy Snyder
Commonwealth Corporation
2 Oliver Street, 5th Floor
Boston, MA, 02109

Dear Nancy,

Massachusetts' Workforce Investment Boards (WIBs) have been asked to do cross-region planning as a way of improving efficiencies and as a way of addressing prospective cuts in Federal funding. The Patrick-Murray Administration's strategic plan *Choosing to Compete in the 21st Century* cites advanced manufacturing as worthy of support because it is an essential part of the Massachusetts innovation economy.

In response to these two priorities, four north-east Massachusetts WIBs, three Community Colleges, several technical vocational high schools and members of the Housing and Economic Development Secretariat have spent several months working together to address manufacturing sector workforce development needs in the North Shore, Greater Lowell, Metro North and Merrimack Valley Workforce Investment Areas (WIAs). It was not easy to reach agreement but we together decided to submit one Workforce Competitive Trust Fund Grant (WCTF) under a funding limit that I considered unnecessarily low.

So it is concerning to read that Commcorp may fund a Northeast Region WCTF proposal that has an out-of-the Northeast region WIB or Career Center as a partner. Attached is a copy of the emails that led me to this conclusion. I find it difficult to envision a good workforce development design that does not have the signed concurrence of at least one of the four WIB and many Career Center Directors situated in north-eastern Massachusetts.

We hope that your organization sees the value in working together to implement joint, cross-region advanced manufacturing employee training activities at a funding level that makes productive results possible. Commcorp's participation should improve the advanced manufacturing workforce development efforts that our four WIA consortium is working to implement.

Our willingness to be clear about our concern has enabled us to partner with various organizations not typically involved in our workforce development efforts.



November 22, 2011

Diane Kelley
US EPA Region 1
5 Post Office Square Suite 100, Mail code: OSRR7-2
Boston, MA 02109-3912

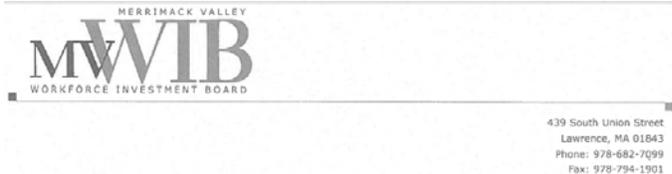
439 South Union Street
Lawrence, MA 01843
Phone: 978-682-7099
Fax: 978-794-1901

Dear Ms Kelley,

The Merrimack Valley Workforce Investment Board (MVWIB) strongly supports the City of Lawrence's application to the EPA Brownfield Assessment program. The MVWIB is a workforce development organization comprised of over thirty-five regional business, industry, labor, education and training leaders. It spans fifteen cities and towns that include Lawrence, Methuen and Haverhill. Our mission is to help foster sustained employment and business growth for regional prosperity.

MVWIB recently entered into a \$300,000, two-year cooperative agreement with the US EPA via an Environmental Workforce Development and Job Training Grant in support of "Training for Sustainability". The program job-trains unemployed or underemployed, low income individuals living in contaminated and economically depressed areas for living-wage environmental remediation jobs in the Green Economy. It brings together private sector employers, residents, community-

The MVWIB also supports the development of proposals and projects by other entities that build workforce capacity in the region.



July 22, 2013

Ms. Jessica Andors, Co-Director
 Lawrence Community Works
 168 Newbury Street
 Lawrence, Ma. 01841

Re: City of Lawrence Working Cities Challenge Proposal

Dear Ms. Andors:

The Merrimack Valley Workforce Investment Board (MVWIB) and its chartered ValleyWorks Career Center (VWCC) serve one of the Commonwealth's fifteen workforce investment regions. The MVWIB is responsible for the planning and delivery of employment, education and occupational training programs for the 15 cities and towns that comprise the Lower Merrimack Valley Workforce Investment Area. The MVWIB receives Federal, State and private resources to carry-out its mission alongside the City of Lawrence, which serves as the grant recipient for our principal funding source - the federal Workforce Investment Act.

We support the proposed Family Resource Center because it plans to require parental engagement in support of their children. It will also provide an opportunity for us to connect with a significant portion of the community in a positive way. The Center will assist us to better identify barriers that may be discouraging Lawrence youth and adults from accessing WIB and Career Center services that would help them find, apply for, and retain jobs. We want to present

The WIB has actively worked with local institutions of higher education in support of funding for new curriculum and program offerings in the healthcare and manufacturing sectors. It provides technical assistance and linkage with appropriate training providers for employers seeking funding through the Workforce Training Fund.

The MVWIB is active in creating and strengthening links between the workforce system and educational institutions. A number of activities have focused on ensuring that the region's youth are receiving information and learning skills that are relevant to the future workplace including educating school staff in the career pathways, job opportunities and workplace-specific skills required in the regions critical and emerging industries. Employers are providing externships for teachers that provide workforce/industry context to academic content. We are also developing close relations with Northern Essex Community College which has a new and very entrepreneurial President who is bound to make it a much more agile player in economic development.

We will work with all public and private officials as constructively as possible in these times of increasingly severe budget cuts and growing uncertainty.

The Mission of the Merrimack Valley Workforce Investment Board is reflected in the content of this Strategic Plan: "Through consensus building and coordination the Board will create a leadership framework for the collective action of workforce providers. The Board will serve as the repository of valid, objective, factual information on workforce issues in the Merrimack Valley. The Board will demonstrate the integrity to serve as impartial convener, broker and manager of relationships."

In keeping with this Mission, the Merrimack Valley WIB will:

- Build the Merrimack Valley's competitive workforce advantage.
- Through its oversight of the local workforce system, promote and enhance the region's economic development strategies

- Identify opportunities to leverage new private and public investments through collaborations and initiatives designed to improve the local labor supply and ensure that Merrimack Valley businesses have the human capital needed to compete in the national and global economy.
- Ensure that opportunities exist for all citizens to engage in and become productive members of the workforce.
- Build a demand driven workforce system linking regional workforce investment activities with economic development organizations..
- Includes continuous improvement as a priority in all MVWIB activities.

The Merrimack Valley Workforce Investment Board (MVWIB) determined that the Governor's three required priorities reflect and incorporate other strategic issues and initiatives that had been identified by the Board as priorities in FY'08 planning documents and discussions. The Governor's priorities are:

- Building the capacity of the workforce system
- Closing the Skill Gaps in key industries and sectors
- Enhancing the youth pipeline to education and employment

Within these overarching priorities are additional issues identified by the MVWIB that are incorporated in the activities of the Strategic Plan:

- Skill attainment and reemployment of dislocated workers
- Older worker employment and retention
- Enhanced career awareness, support and workforce preparation for at-risk youth
- Expanded ABE/ESOL combined with employment preparation activities
- Skill attainment, re-integration, and employment for ex-offenders

We have identified Strategic Issues:

Strategic Priority: Capacity Building

The Executive Committee and MVWIB staff in consultation with other Board members, workforce stakeholders and state and local officials took responsibility for identifying the objectives and benchmarks which address the strategic priority of building the capacity of the WIB.

Strategic Priority: Addressing the Skills Gap

The Skill Gap issue in the manufacturing and healthcare sectors in the Merrimack Valley have been addressed in our previous discussions.

As we have previously noted the demographics of the region workforce describe a diverse population with overall educational and wage levels that are below the state average. Nearly 66% of unemployed adults accessing services through the Valley Works Career Center are basic skills deficient, meaning their reading and math skills are lower than 9th grade levels. Nearly a third of dislocated workers, meaning formerly employed, were basic skills deficient.

Twenty two (22) of the 30 area industry sectors require at least an Associates Degree. Also distressing is that the Merrimack Valley awarded smaller shares of associate's degrees in engineering and computer science than the other areas of the State.

At the beginning of this decade, the number of degrees awarded in the region had dropped 12% in the previous ten years while increasing statewide by 15% and across the United States by 27%. There is also a disconnect between fields of study and employment opportunities. In the Merrimack Valley, typically only 6% of Bachelors are in Engineering and Computer Science, 42% of college graduates receive degrees in Arts and Humanities.³⁷

These unfortunate statistics are not unique to the region or Massachusetts but are of genuine concern relative to our future economic vitality. The choice being made by college students also speaks to the need for career awareness and exploration activities for both youth and adults accessing education and training.

Activities are focused on identifying new shorter-term and less expensive education and training options that are relevant to the needs of employers in the region. We will seek to build collaborations between employers and workforce development professionals to ensure that resources are utilized effectively and productively to achieve real results. We will also support programming that is gender neutral and incorporate outreach strategies geared to attracting more male participants in education and training activities.

Strategic Priority: Enhancing the Youth Pipeline

The majority of career ladder jobs being created in the Merrimack Valley require post-secondary education and/or training.

An organizer for the Painters and Allied Trades Union has been actively working with the MVWIB for many years to encourage linkages with the Union and apprenticeships for local youth. We will also be exploring anticipated opportunities through the Plumbing, Heating & Cooling Contractors Association of Greater Boston.

Our Manufacturing Partnership has a strong interest in promoting youth career in the machine tool and customized manufacturing industry. Youth will be recruited for our NAMC manufacturing program

A special emphasis will continue to be engaging more males in Career Center activities and in training program. This is a segment of the population that has been difficult to reach.

MVWIB will increase awareness of the role, resources and workforce information available through the MVWIB in the region.

Activities, Timeframe, Benchmarks/Indicators

Activity:	Timeframe	Benchmarks/Indicators
A. Increase MVWIB profile through media and strategic		<ul style="list-style-type: none"> • Creation of updated press kit and MVWIB fact sheet

³⁷ National Center of Education Statistics, Integrated Post Secondary Education Data System, Tabulation by Center for Labor Market Studies, Northeastern University, March 2008.

events.	<ul style="list-style-type: none"> • On-going • On-going 	<ul style="list-style-type: none"> • Development and dissemination of MVWIB newsletter • Identify key press contacts in each MVWIB city and town. • Identify opportunities to participate in appropriate forums and panels.
B. Retain and expand MVWIB Organizational Memberships on key workforce development advisory groups, committees and Industry organizations.	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Memberships on: <ul style="list-style-type: none"> ➢ MV Economic Development Council ➢ Merrimack Valley Planning Commission CEDS Committee ➢ Merrimack Valley Chamber of Commerce ➢ Greater Haverhill Chamber of Commerce ➢ Gr Newburyport Chamber ➢ Amesbury Chamber Salisbury Chamber Health Care Learning Network Advisory Board ➢ Northeast STEM Advisory Board ➢ MV AHEC Advisory Board ➢ NECC Occupational Advisory Board ➢ National Assn of Workforce Boards ➢ Mass Workforce Board Assn
C. Expand MVWIB website offerings	<ul style="list-style-type: none"> • On-going • On-going 	<ul style="list-style-type: none"> • Regularly update information on web site. • Post monthly and quarterly reports, labor market information, funding opportunities on website.

The MVWIB will promote activities that support and increase the economic vitality of employers and workers in the region.

Activity:	Timeframe	Benchmarks/Indicators
A. The MVWIB will identify and collaborate locally and jointly with other workforce development partners in efforts to expand resources for employers and job seekers.	<ul style="list-style-type: none"> • On-going • On-going 	<ul style="list-style-type: none"> • Identify key workforce partners for joint activities. • Advocate for policy and funding changes that will increase resources in the region.
B. The MVWIB will engage in cross regional initiatives including special projects and grant opportunities	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • The MVWIB will collaborate in at least one cross regional initiative annually.
C. Regularly communicate with local political leaders and other key stakeholders to ensure awareness of workforce	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Invite and encourage regional political leaders to attend MVWIB meetings. • Hold legislative breakfast annually in collaboration with ValleyWorks Career

development issues and needs.	<ul style="list-style-type: none"> ● Ongoing 	Center.
D. The MVWIB will participate in CQI activities that will support the effectiveness of the Board.	<ul style="list-style-type: none"> ● Ongoing ● On-going 	<ul style="list-style-type: none"> ● The membership of the MVWIB will participate in planned WIB Institute training. ● The MVWIB requires CQI to be an ongoing activity in Career Center operations.
E. The MVWIB will actively recruit members from the identified critical sectors in the region.	<ul style="list-style-type: none"> ● On-going 	<ul style="list-style-type: none"> ● The MVWIB ensures that at least one employer from each critical sector is represented on the MVWIB.
F. The MVWIB will engage in activities designed to promote and advocate for policy changes at the state and federal level that will support workforce activities in the region and State.	<ul style="list-style-type: none"> ● On-going 	<ul style="list-style-type: none"> ● The MVWIB will participate in joint efforts with local and state partners to advocate for additional workforce resources.

The MVWIB will utilize demographic, labor market information and other relevant data from employers to identify and address education and training needs in key employment sectors.

Activity:	Timeframe	Benchmarks/Indicators
A. Promote development and partnerships with education and training providers focused on development of appropriate coursework for industries.	<ul style="list-style-type: none"> ● On-going ● On-going ● On-going ● On-going ● On-going 	<ul style="list-style-type: none"> ● Ensure the participation of educational institutions on industry focus groups. ● Creation of new course offerings in collaboration or consultation with employers. ● Facilitate employer involvement on curriculum committees and in evaluation of program designs and effectiveness ● Facilitate employer partnerships with vocational schools, proprietary schools and trainers. ● Require employment involvement in all MVWIB funded skill training activities
B. Articulate opportunities for employment/training in key sectors for “middle skilled” individuals.	<ul style="list-style-type: none"> ● On-going ● On-going 	<ul style="list-style-type: none"> ● Work with employers and trainers to identify demand employment opportunities in key sectors requiring less than a college degree. ● Provide information to Career Counselors/Training providers, etc.

C. Facilitate engagement of employers in the design and development of skill acquisition programs.	<ul style="list-style-type: none"> • On-going • On-going 	<ul style="list-style-type: none"> • Continue focus groups in key sectors for employers, education and training providers and other stakeholders. • Facilitate involvement of employers in curriculum development, feedback and evaluation of effectiveness of programs for workers.
D. Better inform customers of their training and education options	<ul style="list-style-type: none"> • FY 2014 	<ul style="list-style-type: none"> • Establish list of vetted providers in key skill areas. • Post list on MVWIB website.
E. Support and encourage opportunities for access to post secondary education or further training for the employed.	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • The MVWIB works with employers to facilitate links with higher education/continued training for employees.
F. Provide incentives for employers to invest in employee learning and development	<ul style="list-style-type: none"> • On-Going 	<ul style="list-style-type: none"> • The MVWIB ensures that employers are aware of resources available through the WTF, WCTF or other sources for incumbent worker training.
G. Promote utilization of on-line or remote education for employees by employers.	<ul style="list-style-type: none"> • FY 2014 	<ul style="list-style-type: none"> • Establish list of providers offering on-line or remote education in key sectors.
H. Ensure youth serving organizations receive information on current and future workforce skills gap, education and training options.	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Support, develop, and promote collaborative activities that link skills gap activities to youth pipeline activities.

The MVWIB will ensure the quality and appropriateness of training options and providers.

Activity	Timeframe	Benchmarks/Indicators
A. Utilize vacancy surveys to identify key demand occupations.	<ul style="list-style-type: none"> • On-going • On-going but will be strengthened 	<ul style="list-style-type: none"> • Identify gaps in education and training in demand occupations. • Provide information to trainers, career counselors, and community based agencies.
B. Analysis of the utilization and performance of current vendors	<ul style="list-style-type: none"> • Annually • On-going • On-going 	<ul style="list-style-type: none"> • Report results to MVWIB Planning Committee. • Assess quality and quantity of training opportunities in key sectors (Healthcare, Professional/Technical Services). • Help sustain key providers/programs

		during this time of severe budget cuts Remove non performing vendors from approved training list.
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The MVWIB will create and distribute current labor market and other informational materials to schools, education and training providers, career counselors and other stakeholders.

Activity	Timeframe	Benchmarks/Indicators
A. Identify and disseminate information on job openings, skill requirements, and education and training opportunities on a regular basis.	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● The MVWIB will provide links to all appropriate data sources.
B. Promote and provide informational sessions on the labor market and workforce issues.	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● The MVWIB will provide at least one labor market presentation per year for each school district in the region.
C. Provide information regarding critical and emerging employment sectors and occupations for use by job seekers, students, educators and trainers.	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● Disseminate via MVWIB website and newsletter distribution.

The MVWIB will support and facilitate the expansion of programs providing ABE and ESOL in the region that provide pathways to future employment.

Activity	Timeframe	Benchmarks/Indicators
A. Identify and support successful programs that create pathways for ABE/ESOL participants with Community Colleges and VWCC	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● Work with SABES program project, focused on facilitating transition of ABE/ESOL students to community colleges.
B. Identify and support successful program models that combine ABE/GED/ESOL with occupational skills training.	<ul style="list-style-type: none"> ○ Ongoing ○ Ongoing ● FY2014 	<ul style="list-style-type: none"> ● Provide Technical Assistance to employers developing proposals. ● Support ESOL demo project with collaborating employers. ● Create a MOA prioritizing WIA training access to dedicated ABE/ESOL learners who cannot find work
D. Support the inclusion of Career Exploration and Guidance within ABE programs.	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Support and promote intention of DOE to add these activities in 5 year plan.
E. Increase the transition of unemployed ABE/ESOL to skill training activities.	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Increase percentage of individuals transitioning from ABE/ESOL programs into ITAs or group training.
F. Expand linkage between	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Require linkage with Career Centers

ABE/ESOL programs and Career Centers,		for all MVWIB funded activities for the unemployed or underemployed.
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The MVWIB will promote and support activities that will retain or expand employment opportunities for older workers, ex-offenders, people with disabilities and others with perceived barriers to employment.

Activity	Timeframe	Benchmarks/Indicators
A. Identify and develop strategies that will support the hiring and retention of older workers; support employment of people with disabilities; and provide employment opportunities for ex-offenders and other groups with barriers to employment	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • Build on previous job retention initiatives. • Support collaborative proposal with Operation Able to U.S.DOL. • Provide information to employers on the impact of baby boomer retirements. • Disseminate information on best practices in hiring/retaining older workers. • Seek funding for focused older worker projects within the region. • Participate in forums and events focused on retaining/hiring older workers • Engage in at least one collaborative effort to increase resources for people with disabilities each year. • Ensure employers and employment counselors are aware of tax credits available when hiring individuals in targeted groups. • Provide information and training for staff on assisting individuals with CORI issues to obtain employment.

Youth in the Merrimack Valley Workforce Investment Area will all have access to appropriate services that maximize future employment opportunities.

Activity	Timeframe	Benchmarks/Indicators
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A. All MVWIB youth will have the opportunity to pursue a high school diploma or GED on-site at VWCC or at ABE/ESOL vendor sites	<ul style="list-style-type: none"> ○ On-going ○ Ongoing 	<ul style="list-style-type: none"> ● RFPs will encouraged education at ABE/ESOL vendor sites ● WIB support for GED/ESOL programs will increase each year.
B. Career Pathways/ Connecting Activities/ Summer programs will be linked to MCAS remediation.	<ul style="list-style-type: none"> ○ On-going ○ On-going 	<ul style="list-style-type: none"> ● The MVWIB will require Career Center staff to provide a list of MCAS remediation providers to all eligible youth coming to the Centers. ● The MVWIB will prioritize youth in need of MCAS remediation for enrollment in Summer Jobs and Connecting Activities programs.
C. Training and educational initiatives will be aligned with high growth and emerging industry sectors.	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Develop targeted training programs through dialogue with employers and education/training providers. ● Require collaboration between education/training providers and employers in the development of all program proposals.
D. Require career exploration and awareness activities within all MVWIB funded programs.	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Identify employers and other relevant information and materials that will provide technical assistance to vendors designing activities.
E. Develop and expand activities designed to promote increased transition to post secondary education.	<ul style="list-style-type: none"> ○ Ongoing ○ On-going ○ On-going 	<ul style="list-style-type: none"> ● Convene post secondary providers to develop collaborative outreach activities in region. ● Occupational Career Days in schools. ● Continue presence of Community College staff at Career Center.
F. Promote value of post secondary education for parents and students	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ● Provide Career Awareness programs for youth and parents throughout the region: <ul style="list-style-type: none"> ➤ Utilize Cable TV ➤ Radio stations ➤ CBOs and FBOs ➤ Social networking sites ➤ Community forums for parents and youth.

The MVWIB will facilitate relationships between employers and education and training providers to ensure the delivery of relevant academic and vocational instruction as appropriate.

G. Facilitate access to training and apprenticeship programs for youth in the Merrimack Valley.	<input type="radio"/> Ongoing <input type="radio"/> Ongoing <input type="radio"/> Ongoing	<ul style="list-style-type: none"> ● Form focus group of representatives from municipalities and the construction and building trades to advise on stimulus bill infrastructure activities and program development. ● Encourage hiring requirements for local residents on projects. ● Work with NCMP focus group to develop pipeline activities in manufacturing industry.
H. The MVWIB will continuously monitor and review vendor quality and performance.	<input type="radio"/> On-going <input type="radio"/> <input type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> ● Quarterly Performance reviews. ● Bi Annual on site monitoring. ● Program Monitoring reports. ● Participant evaluations.
I. The MVWIB will actively support collaborations of youth serving organizations that provide a continuum of progress toward future employability through integrated programming.	<input type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> ● The MVWIB will research and identify potential models for replication. ● The MVWIB will prioritize these models for funding

The MVWIB will support and vendor program options to engage youth, adults and dislocated workers who have significant barriers to employment or are under-employed.

Activity	Timeframe	Benchmarks/Indicators
A. Support and seek resources to expand the program options providing ABE/ESOL/GED preparation for youth and adults with less than a high school diploma.	<input type="radio"/> Ongoing <input type="radio"/> Ongoing	<ul style="list-style-type: none"> ● Identify potential program models for expansion or development. ● Promote and support proposals for additional revenue for services to targeted populations.
B. Examine effectiveness of One-Stop Career Center services to meet the unique employability needs of adults, dislocated workers and unemployed youth.	<input type="radio"/> Ongoing <input type="radio"/> Ongoing	<ul style="list-style-type: none"> ● Increased engagement of older youth, with an emphasis on males in activities at the One-Stop Career Centers. ● Partnerships developed with vendor providing new options in vocational training.
C. Increase in numbers of training options that are more gender neutral.	<input type="radio"/> Ongoing <input type="radio"/> Ongoing	<ul style="list-style-type: none"> ● More males enrolled in education and training activities. ● More females engaged in training in non-traditional occupations.

<p>D. Support development of non-traditional education models that incorporate educational curriculum and vocational training.</p>	<ul style="list-style-type: none"> ○ On-going ○ Ongoing ○ Ongoing 	<ul style="list-style-type: none"> ● Continue and expand externship programs to build teacher awareness of “real” job requirements and needed skills. ● Support the development of occupational simulations as a teaching and skill development tool. ● Convene educators, providers and industry at least once a year for a presentation on MV labor market information and/or roundtable discussion with critical industry employers.
<p>E. Increase outreach and marketing for youth in places where youth receive services, reside, play, hang-out, etc.</p>	<ul style="list-style-type: none"> ○ On-going ○ Ongoing ○ Ongoing ○ Ongoing 	<ul style="list-style-type: none"> ● MVWIB Youth Council will establish a marketing committee of members and other youth programming stakeholders. ● A marketing plan will be developed. ● Marketing materials and strategy developed. ● Plan executed. ● Increase number of at risk youth in region who are aware of and access services at CC.
<p>F. Cultivate role models and mentors for youth and adults from industry, neighborhoods, and successful graduates of career center programs.</p>	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Mentors will encourage targeted youth to enroll in WIB related programs. ● The number of at risk youth participating in career center programs will increase each year.
<p>G. Develop employment pathways for court involved youth and adults.</p>	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Provide CORI-related training to career centers and youth serving organizations to assist youth with criminal records. ● Identify models and support development of programming for court involved youth and adults.

Merrimack Valley WIB Strategic Plan Evaluation Method

We work to meet the performance outcomes listed in our Annual Plan. The Merrimack Valley WIB will review progress on its Strategic Plan at least quarterly utilizing the benchmarks, indicators and timeframes delineated in the preceding pages. A status report on the progress made in achieving

planned objectives related to the goals and activities will be provided to all MVWIB members at quarterly meeting and will be available to other system stakeholders and interested parties on the MVWIB website bi-annually. In addition the MVWIB provides quarterly reports on the website for all funded activities under the oversight of the WIB including customer utilization statistics and performance data.

*Merrimack Valley Planning Commission (MVPC) and
Merrimack Valley Workforce Investment Board (MVWIB)*

Local Hiring

Memorandum of Understanding

I. Purpose of this Memorandum

This Memorandum of Understanding (MOU) creates a Local Hiring agreement between the partners listed above and below. The partners recognize that all Merrimack Valley residents should have the opportunity to participate in the benefits of regional economic development. This agreement therefore promotes Merrimack Valley resident participation in the implementation of MVPC regional plans and in correlated MVWIB-sponsored job training. It especially promotes local hiring in the high unemployment municipalities of Lawrence, Methuen and Haverhill. In sum, this agreement articulates how area residents will be promoted for employment on construction-related projects implemented as part of MVPC regional plans, and how they will be prioritized for MVWIB sponsored training that supports local skill development for area economic development projects.

II. Partners

Merrimack Valley Workforce Investment Board (MVWIB): Provides local labor market information and is the chief planner, policy maker, training funder and advocate for regional workforce development in accordance to the Workforce Investment Act of 1998 (WIA).

Merrimack Valley Planning Commission (MVPC): Fosters cooperative efforts amongst area communities in order to resolve common regional problems. It provides area communities with a venue to plan jointly and seeks resources to promote, coordinate, and execute orderly regional development.

III. Communities

This MOU will be in effect on projects in the following Merrimack Valley cities and towns:

Amesbury	Haverhill	Newburyport
Andover	Lawrence	North Andover
Boxford	Merrimac	Rowley
Georgetown	Methuen	Salisbury
Groveland	Newbury	West Newbury

IV. Definitions

The following words shall have the meanings prescribed herein for purposes of this MOU:

Contractor shall mean a prime contractor or a subcontractor performing construction work related to a Covered Project. Lower-tier subcontractors are included in this definition.

Covered Project shall have the meaning set forth in Section V. of this MOU.

Developer shall mean a person, firm, partnership, Limited Liability Company, corporation, joint venture, proprietorship, trust, association, or other entity entering into a disposition and development agreement, an owner participation agreement, a loan agreement, or a similar agreement with the MVPC or projects to implement MVPC regional strategies.

Local Resident shall mean any person for whom the principal place where that person normally eats and sleeps and maintains his or her normal personal and household affects are within the municipal limits of one of the fifteen cities and towns listed in Section IV.

First Source Referral System shall mean the primary means by which prospective area job hires are located, screened and forwarded to prospective employers for their review. The First Source Referral System includes job counseling and may include training. They shall both be funded and overseen by MVWIB.

Trainer A person involved in preparing an individual or group of individuals for a particular employment task or responsibility.

V. Projects Covered

This MOU shall cover residential, institutional, industrial, commercial development and/or construction projects in any of the fifteen communities listed in Section II which:

- a. Receive \$50,000 or more in public loans or grants bid administered by the MVPC. This includes, but is not limited to, the MVPC EPA-funded Brownfields Revolving Loan Fund and EPA Brownfields grants or;
- b. Arise from the MVPC Merrimack Valley Priority Growth Strategy and the implementation plans developed to realize the orderly development of the region (including, but not limited to, the MV Clean Energy Action Plan, Planning Ahead for Growth, and the Comprehensive Economic Development Strategy 2008 and 2013) or;
- c. Receive any incumbent or prospective worker MVWIB training support funded by WIA or other private or public sources.

VI. Local Hiring Policy

Developers, contractors, and subcontractors of the projects listed in Section VI above will be strongly encouraged to comply with the following recommendations:

- a. Commencing with the start of the MVPC supported project, a minimum of 40 percent of total employee craft or trade work hours shall be completed by Merrimack Valley residents contracted by each and every contractor/subcontractor responsible for MVPC supported work that meets the criteria set in Section V above. This requirement shall be included in specification and bid documents whenever possible.
- b. If the projects are located in Lawrence, Haverhill or Methuen, a minimum of 20% of the total employee hours by craft or trades shall be completed by residents of those specific cities. This will commence with the start of the project by each and every contractor/subcontractor responsible by contract to perform work, in accordance with the plan specifications and bid documents.
- c. The MVWIB supported First Source Referral System will be used to hire local residents for covered projects. Developers, Contractors and Subcontractors will list all job opportunities with the system free of cost within 2 days of the information being available. They will consider system referred local candidates for hire to fulfill the Local Hiring Policy. If none are suitable, additional local candidates should be sought and considered for MVWIB supported training in order for them to become suitable without prospective employer training costs.

VII. Implementation

The MVPC will facilitate compliance on covered projects by:

- a. Including the Local Hiring Policy in all communications materials prepared to advertise or inform the general public and potential developers, contractors and subcontractors about upcoming projects.
- b. Describing the Local Hiring Policy in all RFBs and requiring a response from bidders as to how they will fulfill the policy if selected. Responses will be considered in selecting the winning bidder.
- c. Including the Local Hiring Policy in final contracts for all developers, contractors and subcontractors. Contracted entity will ensure that its subcontractors comply with the recommendations.
- d. Keeping the MVWIB informed of upcoming projects hiring plans, RFBs and contracts (including copies of non-confidential project documents, and information on project bidders/developers, and contract winner) so the MVWIB can use its First Source Referral System to appraise Merrimack Valley residents of upcoming employment opportunities.

- e. Connecting Developers, Contractors and Subcontractors with the MVWIB to implement the First Source Referral System. MVWIB will then inform trainers of prospective training opportunities.

Developers, contractors and sub-contractors will demonstrate compliance by:

- a. Designating a contact person for all matters related to implementation of this Policy. Each Developer/Contractor shall forward the name, address, and phone number of the designated individual to the MVPC. If the contact person changes, the Developer/Contractor shall immediately notify the MVPC. Subcontractors will forward names to the Developer or Contractor.

- b. Using the First Source Referral System and its affiliated trainers.

- (i) The Developer/Contractor will notify the MVPC and the MVWIB of job opportunities at least 4 weeks prior to commencing operations in a Covered Project. They will also provide a clear and complete description of job responsibilities and qualifications, including expectations, salary, minimum qualifications, work schedule, duration of employment, required standard of appearance, and any special requirements (*e.g.* language skills, drivers' license, etc.). Subcontractors will be instructed by contractors to follow the same procedures.

- (ii) The Developer/Contractor shall use normal hiring practices, including interviews, to consider all applicants referred by the First Source Referral System during a **six-week period** after initial notification, or until all open positions are filled, whichever is sooner. The First Source Referral System shall, as quickly as possible, refer qualified applicants for available jobs. The Developer/Contractor shall make good faith efforts to fill all available positions with applicants referred by the First Source Referral System. If at the conclusion of the six-week period the Developer/Contractor has been unable to fill all available positions with applicants referred by the First Source Referral System, the Developer/Contractor may use other recruitment methods, although shall continue to make good faith efforts to hire applicants later referred by the First Source Referral System.

- (iii) Ongoing Hiring Process. After Developer/Contractor has commenced operations in a Covered Project, it shall continue to use the First Source Referral System to fill positions that become available.

- c. Developers/Contractors shall provide area residents with equal opportunity for employment, retention, promotion, assigned job duties, shift assignments and on-the-job training.

The MVWIB will facilitate compliance on covered projects by:

- a. Maintaining and sharing lists of Merrimack Valley residents qualified for and interested in working on the projects listed in Section VI.
- b. Customizing Job Training to meet contractor needs whenever funding is available. The First Source Referral System shall develop and coordinate job training with one or more appropriate job training organizations.
- c. Being responsive to developer/contractor specialized job training requests for area applicants they intend to hire or for low-income incumbent workers who reside in Lawrence, Haverhill and Methuen.
- d. Referring qualified workers to job openings listed by Developers/Contractors and Sub-contractors.

VIII. Enforcing Compliance

The MVPC and MWIB will monitor adherence to the Local Hiring Policy by requiring quarterly reports from each Developer/Contractor that detail employment of local residents. These should be completed 30 days after the completion of each quarter. It shall include, at a minimum the following information:

- (a) the percentage of available employment and promotions that have gone to residents;
- (b) a short description of each job that has been filled, and whether a resident was hired;
- (c) for each resident that was hired, whether that resident is still employed by the Developer/Contractor;
- (d) descriptions and numbers of jobs that will become available, if known, in the future, and an estimated timetable for availability of such jobs; and
- (e) any difficulties the Developer/Contractor is having with obtaining qualified referrals through the First Source Referral System.
- (f) a list of all local residents who applied for vacancies.

The MVPC and MVWIB will establish a review committee that will meet semi-annually to review progress on complying with the Local Hiring Policy and to make suggestions for improvements. This will be open to the public.

Good faith efforts will be made by the MVPC and MVWIB to address compliance issues with Developers/ Contractors. Non-compliance could impact their success on future bids.

2. Dashboard or Scorecard

Attached is a copy of the dashboard provided at our Annual MVWIB Meeting last week. It reflects the small of training funded during the First Quarter of FY2014 due to the Federal Sequester. Also attached is a copy of the most often used MVWIB dashboard format.

Its relevant information is often provided in chart format that compares categories year-on-year examples of those are also here provided. Also included are examples of vendor support allocations and annual budget allocation comparisons.

a. We normally communicate dashboard information to the board in-hard copy at quarterly full board or monthly Planning Committee meetings. If a vote is required and that vote requires relevant information, we send electronic dashboard-related information to board members at least three days before the meeting at which the vote is to take place. Since our board includes many area mayors and legislatures as ex-officio members, they also receive the information via email.

Since some complicated information cannot be communicated on charts. We also share findings, public letters and essays with board members and the general public. The greatest recent example of that is the work we commissioned to Dr. Paul Harrington. We most often communicate results to the general public via our web site, official newspaper postings and via press releases. We occasionally also do so via Spanish and English language radio.

b. The information on MVWIB's dashboard/scorecard indicates the value added to the region by the board's impact on employers, job seekers and youth. Our system has been in-place for years so MVWIB likes to compare how we are doing presently as compared to the past. Employers have a better sense of our contribution if they have a framework to judge it by.

We also believe that parts of the system require significant modifications. MVWIB has not been shy about stating that tax-payers dollars should be allocated in ways that result in real, sustainable improvements within the low-income workforce. MVWIB regularly communicates that most low-income people want to work and improve the conditions in which their families live. Our board makes it clear that it is interested in helping people who want to learn and work.

MVWIB believes that area employers, job seekers and youth appreciate and agree with this message that all-too-often isn't as clearly articulated as it should be by public-private partnerships such as a workforce investment board.

The MVWIB has an outstanding group of learners and doers as its members. Their interest in soliciting information from a broad range of sources, shaping dashboard-related information to illustrate where change is needed ,and then putting the word out at regional, statewide and national forums is a testament to the MVWIB's value.

MVWIB FY 2014 1st QUARTER DASHBOARD

Annual Budget:
\$5,298,372

MVWIA 8.3
Unemployment: AUG'13

Job Seekers Served
4,274
% of plan: 29

Employers Served
359
% of plan: 36

Job Orders Posted
325
% of plan: 46

WIA Youth Served
20*
% of plan: **18**
Entered Employment: 4
% of plan: **15***
**may change*

WIA Funds Invested in Training: ~2%
CSA Training Referral %: 1.5
Average time for CSA Training Referral: 6wks

WIA Training Enrollees
Dislocated Worker: 2
% of plan: **2%**
Adult: 2
% of plan: **5%**

Job Seeker Satisfaction Rate
Not High

Resources Secured this Quarter
\$400K plus, pending

Labor Exchange Jobs
431
% of Plan: 19%
AVG HRLY \$19.16

Merrimack Valley Workforce Investment Board

2. Quarterly Dashboard

Annual Budget:

Job Seekers Served
% of plan:

Employers Served
% of plan:

Unemployment:

Job Orders Posted
% of plan:

WIA Youth Served
% of plan:
Entered Employment:
% of plan:

Customer Demographics:

+ Resources this Quarter:

WIA Training Enrollees
Dislocated Worker:
% of plan:
Adult:
% of plan:

Job Seeker Satisfaction Rate

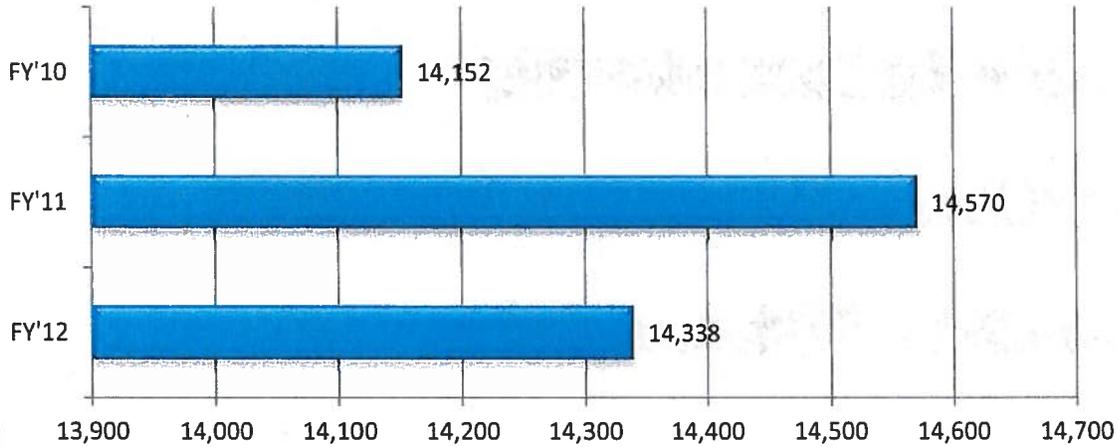
WIA Funds Invested in Training

Quarterly Highlights

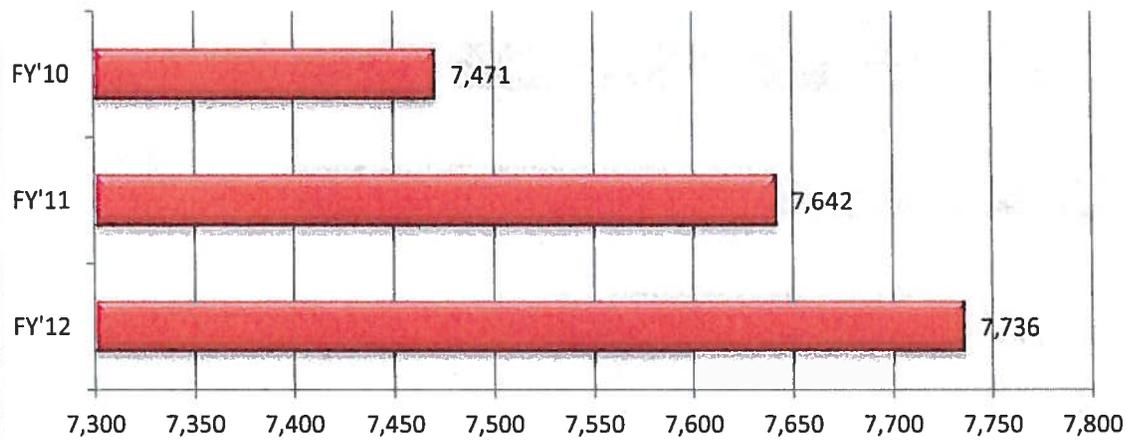
Average Hrly Wage:

WIA Fourth Quarter Performance Comparison Report

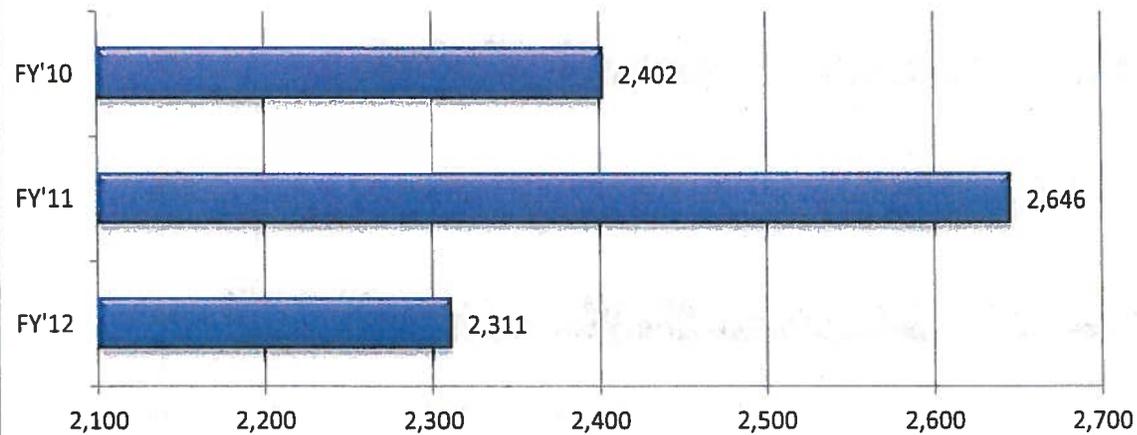
Actual to Date - Total Job Seekers Served



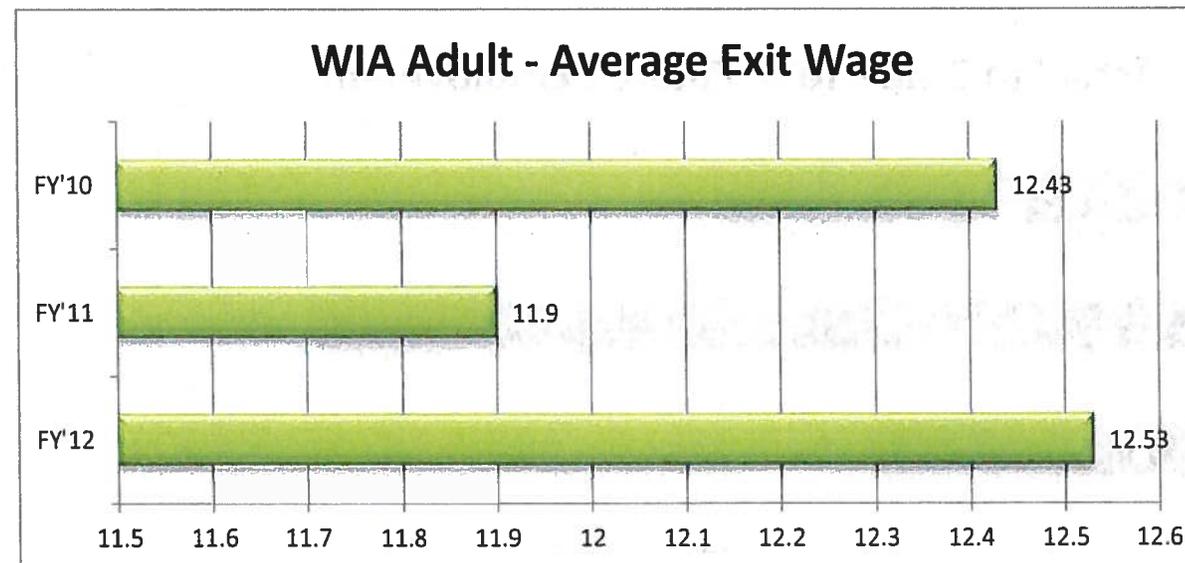
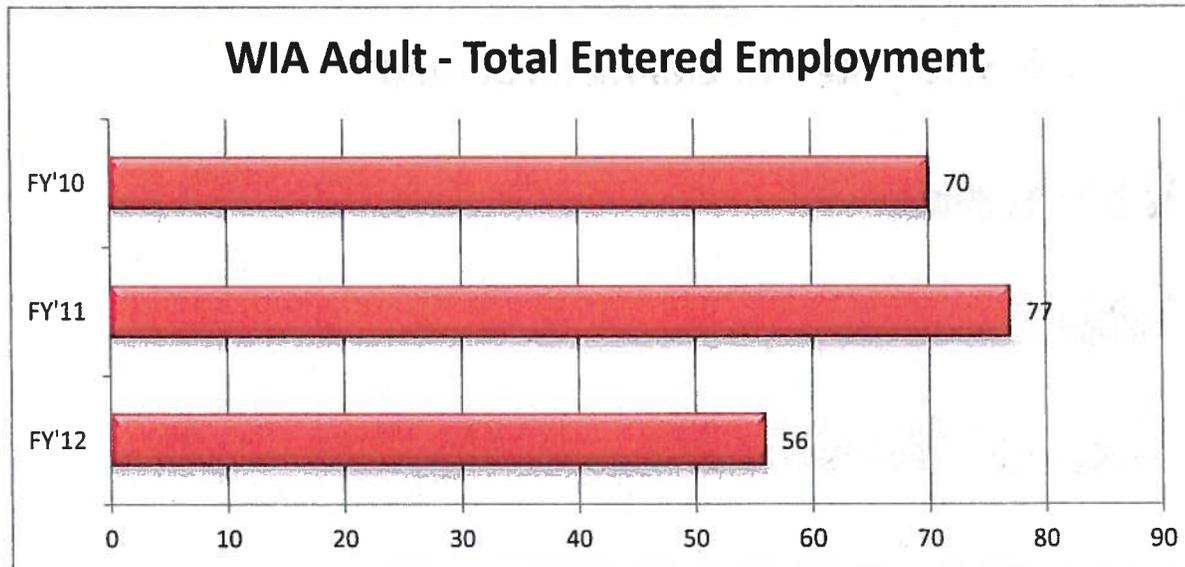
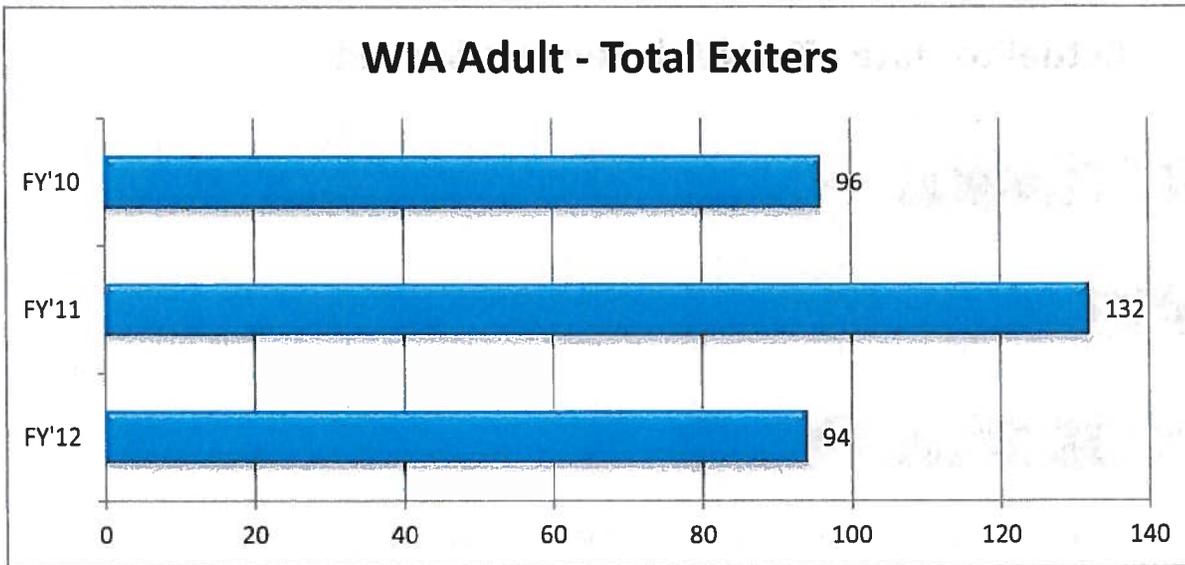
Actual to Date - UI Claimants Served



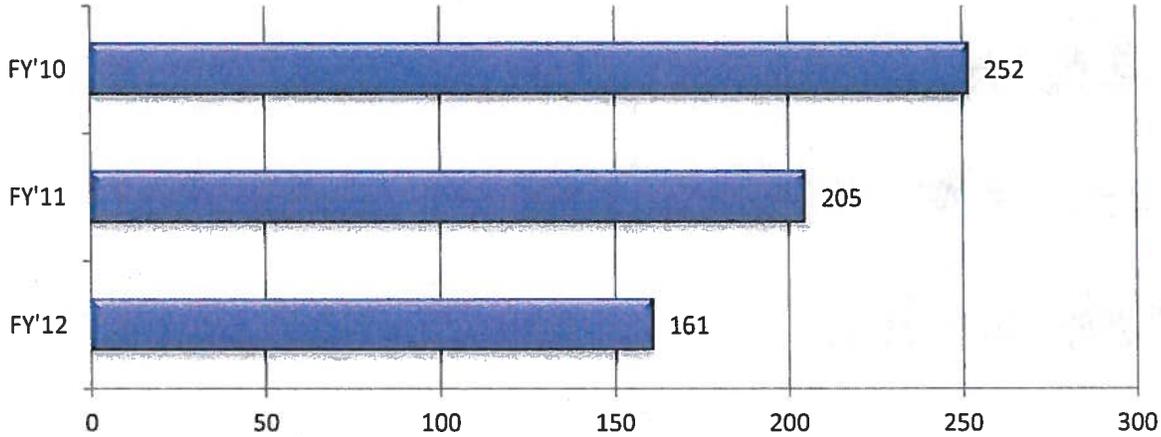
Actual to Date - Total Entered Employment



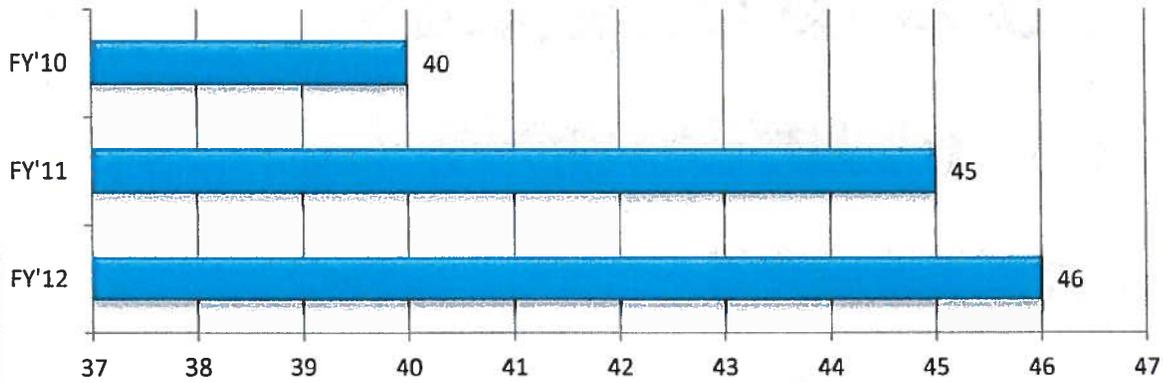
WIA Fourth Quarter Performance Comparison Report



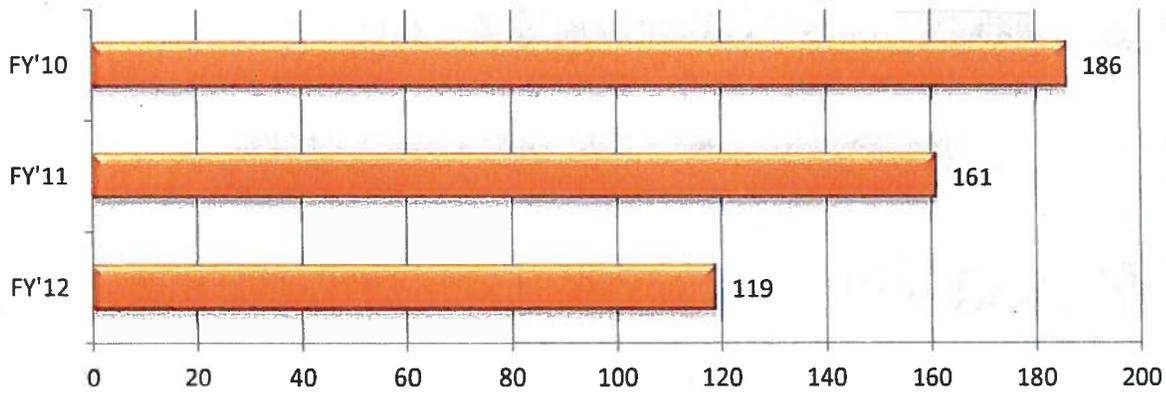
WIA Dislocated Worker - Total Exiters



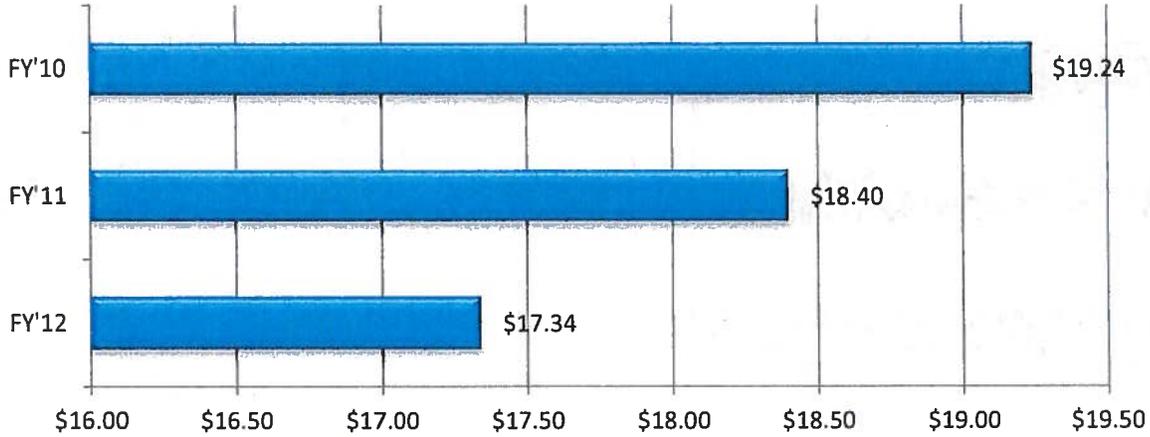
WIA Dislocated Worker - New Enrollments into Training (ITA's only)



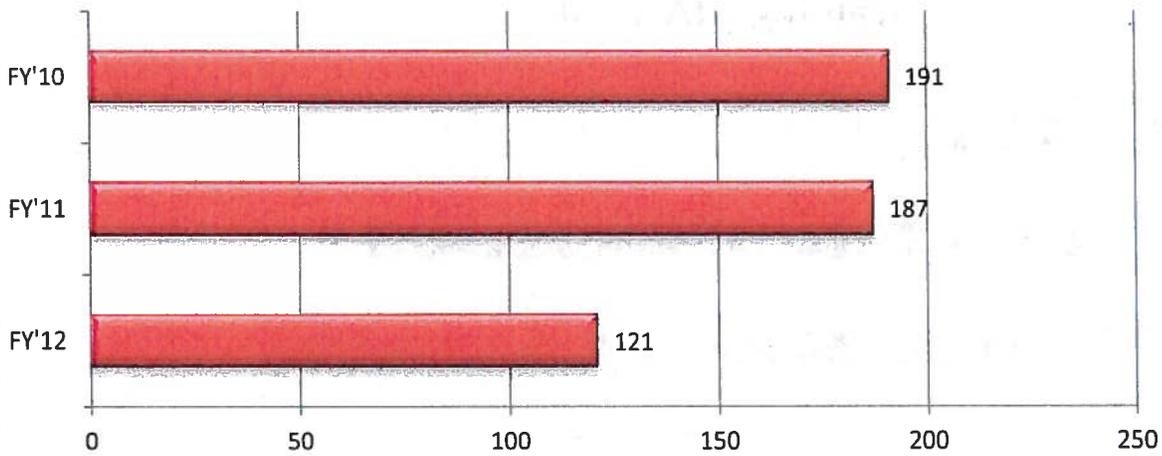
WIA Dislocated Worker - Total Entered Employments



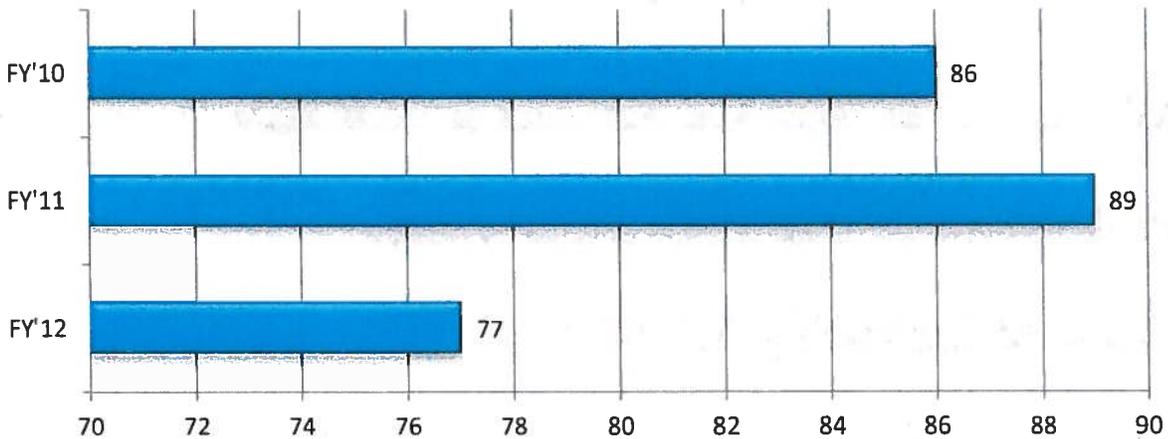
WIA Dislocated Worker - Average Exit Wage



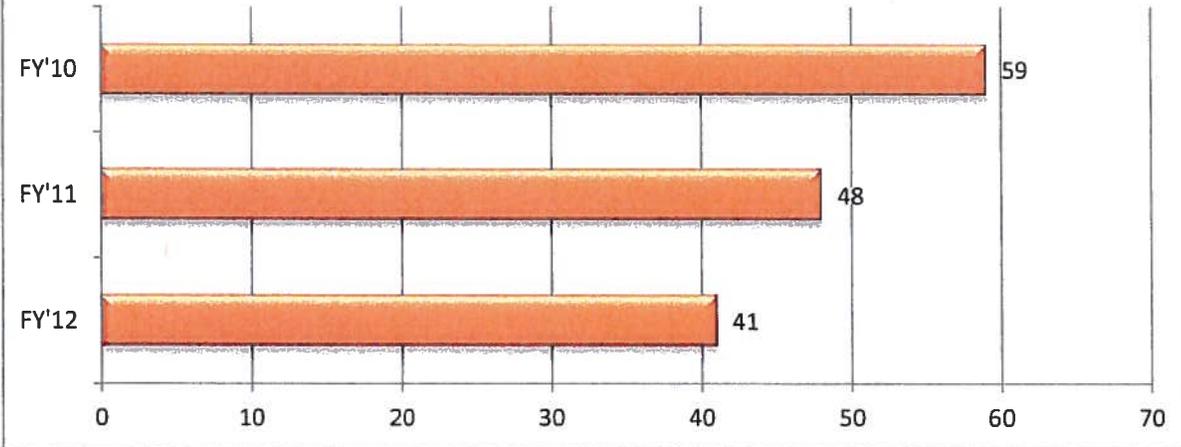
WIA Youth - Total Customers Enrolled



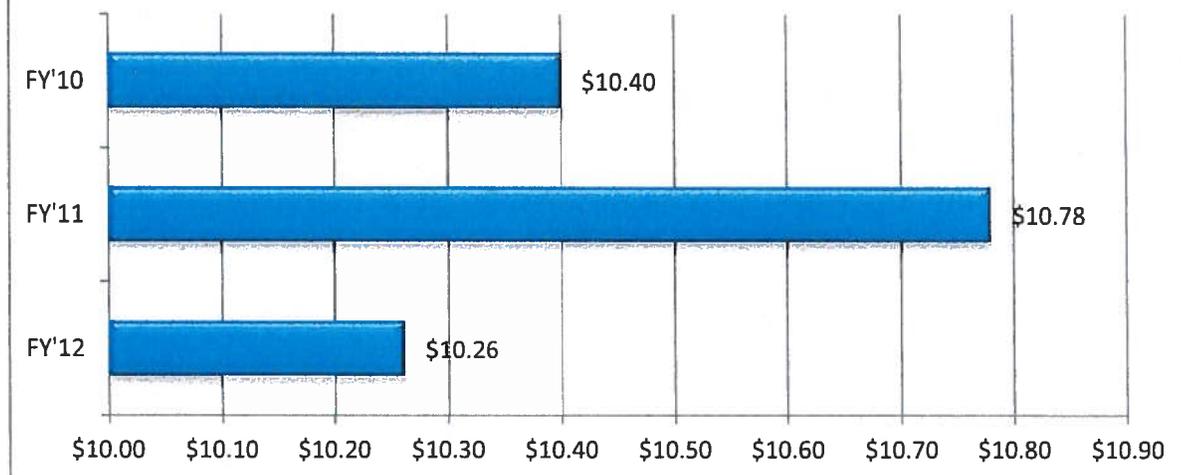
WIA Youth - Total Exiters



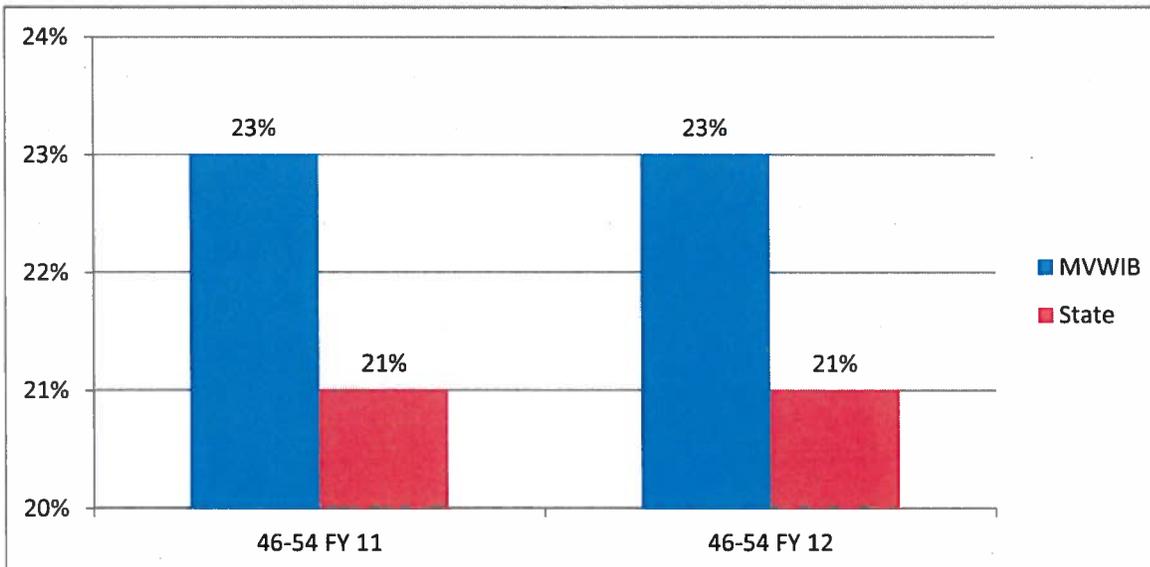
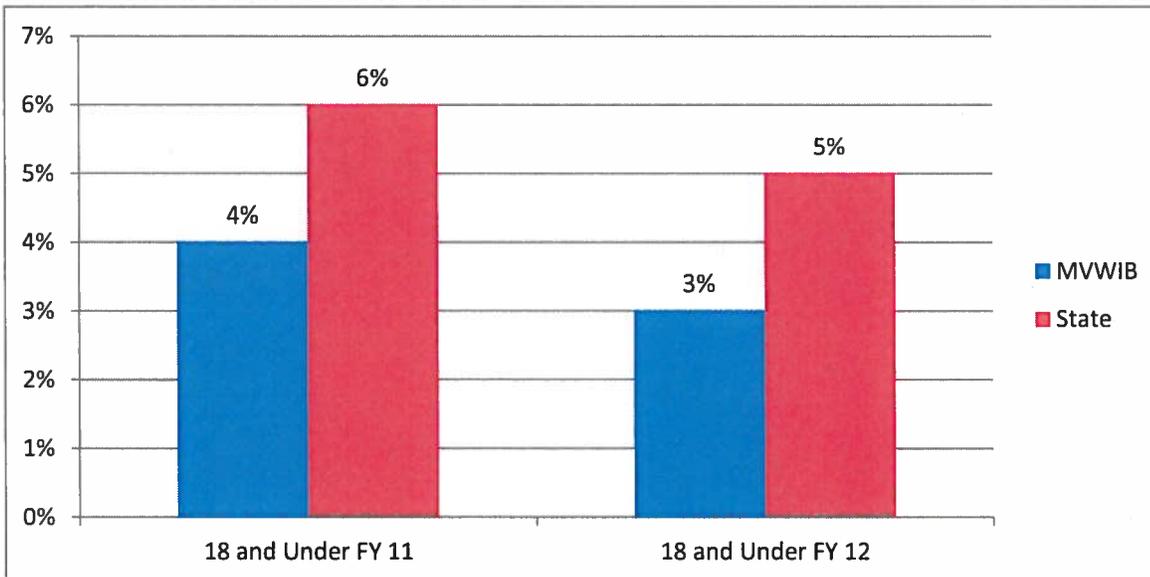
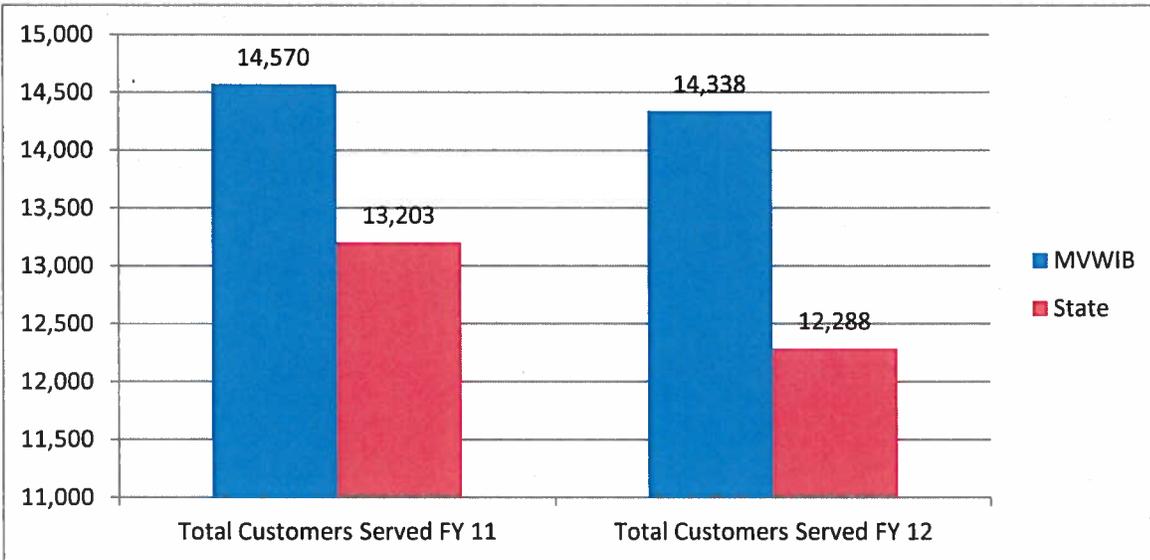
WIA Youth - Total Entered Employments



WIA Youth - Average Exit Wage

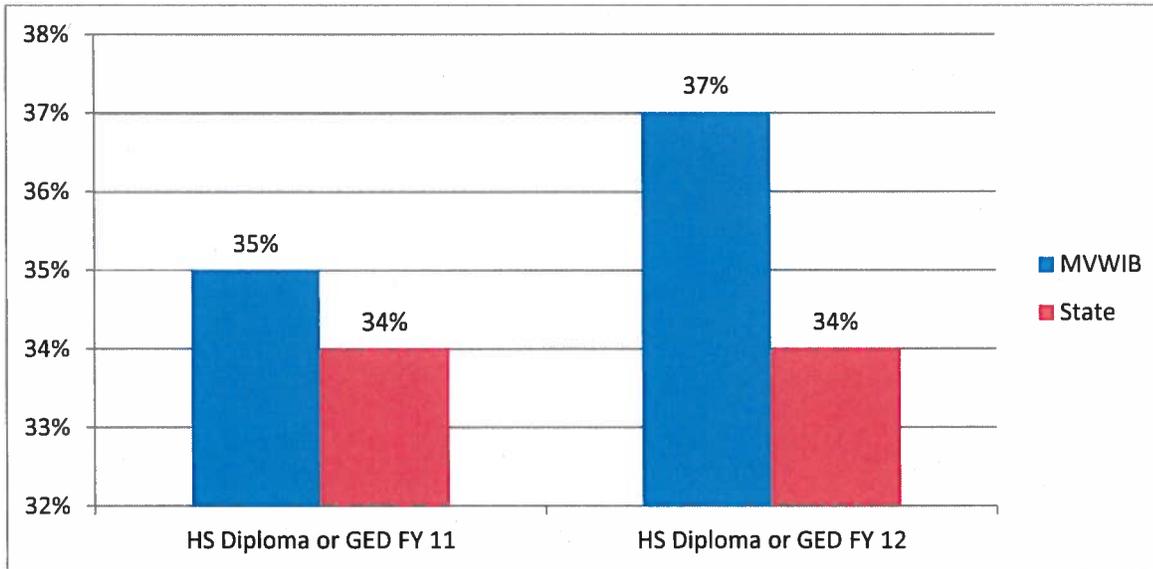
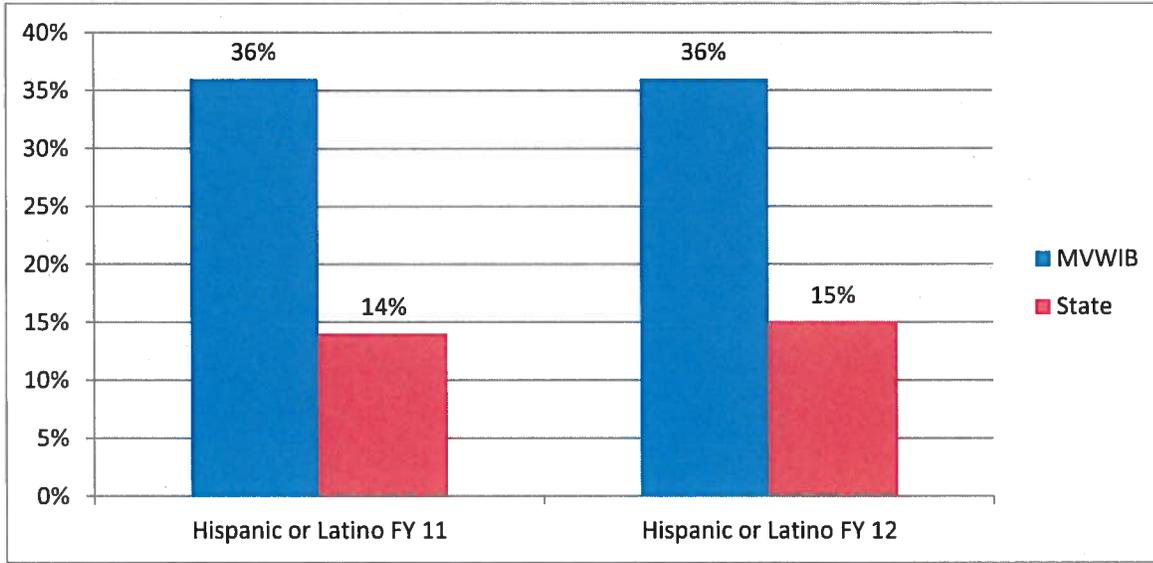


Merrimack Valley Workforce Investment Board FY 11-FY 12 Fourth Quarter Report Comparison for Job Seekers by Gender and Age



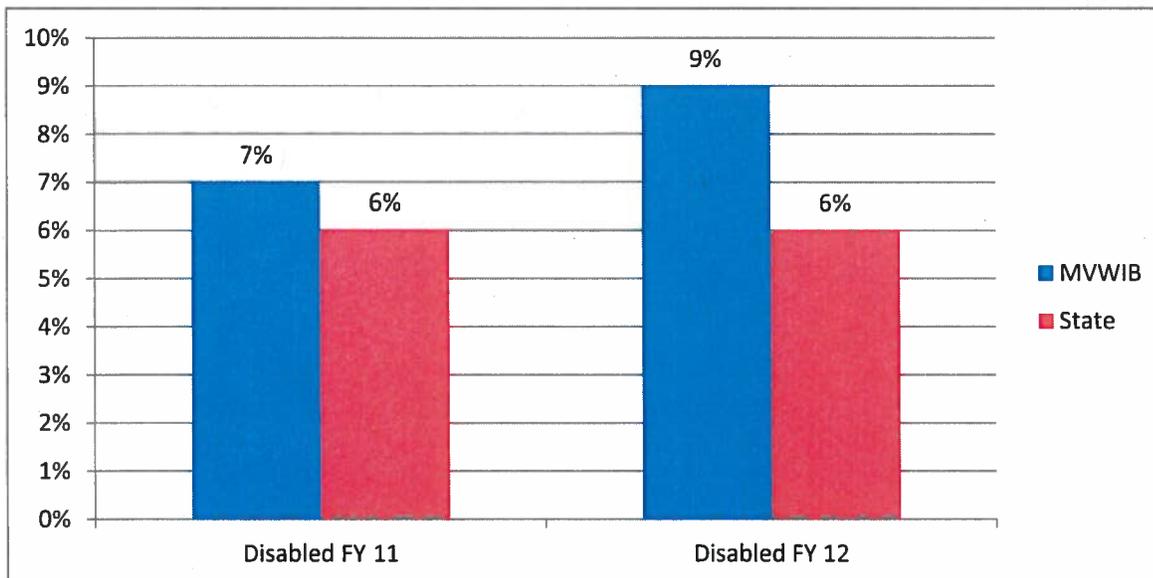
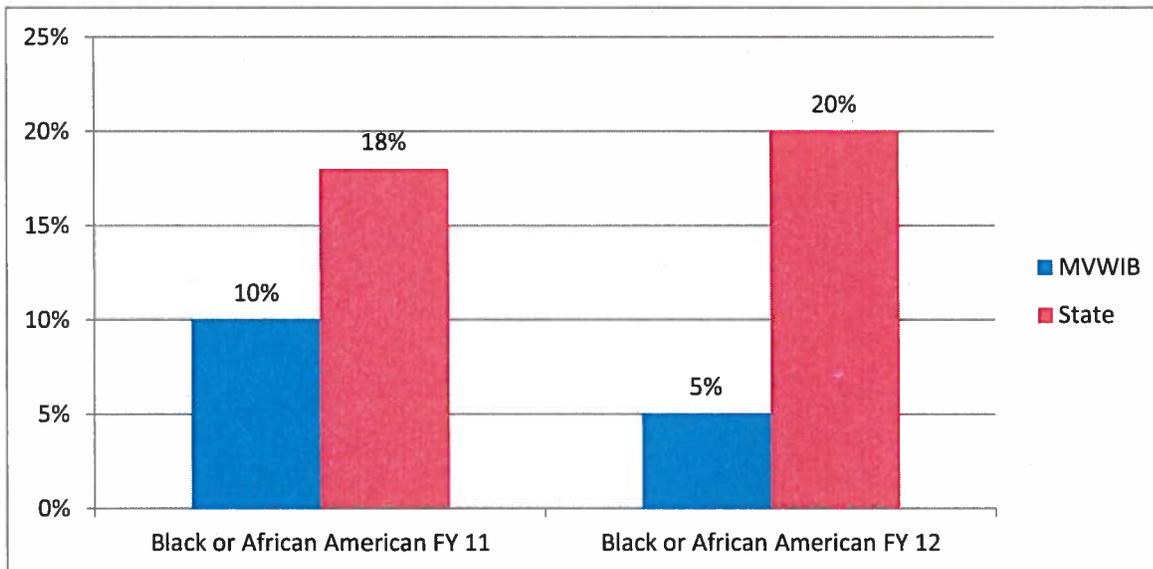
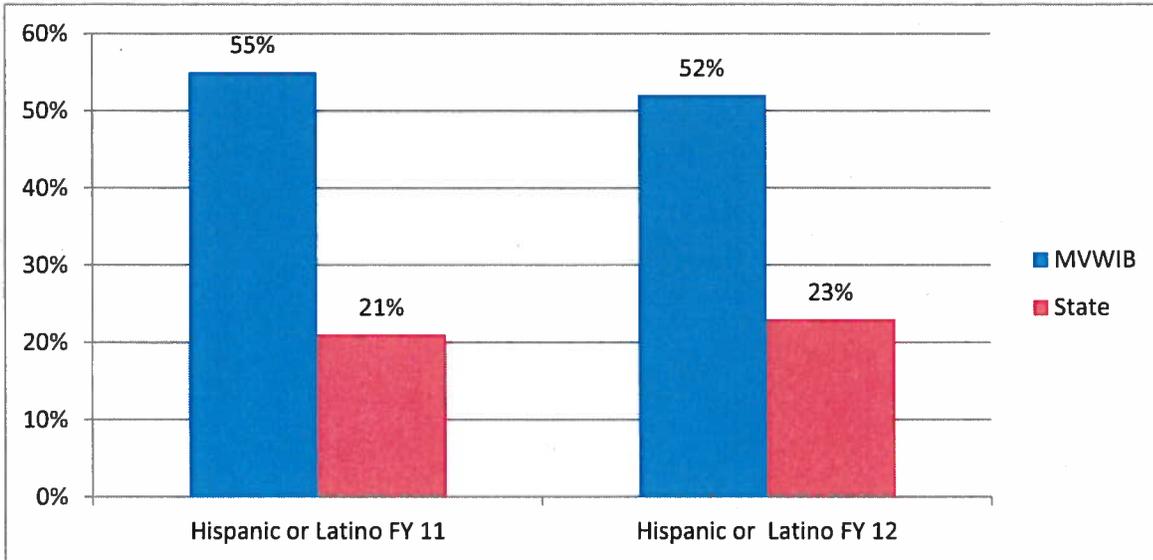
Merrimack Valley Workforce Investment Board

FY 11-FY 12 Fourth Quarter Report Comparison for Job Seekers by Ethnicity and Education



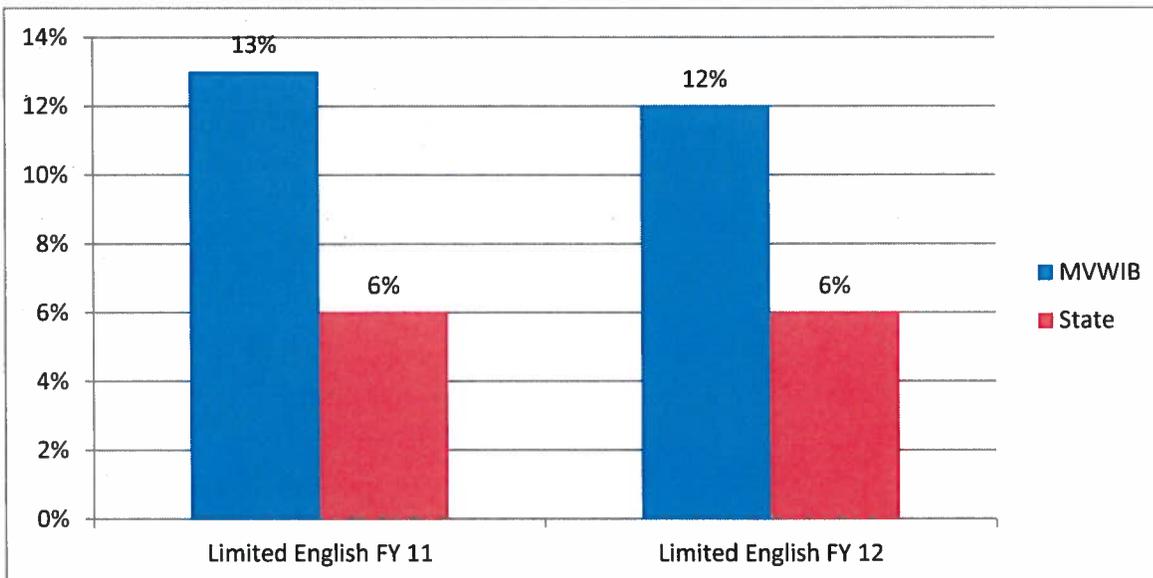
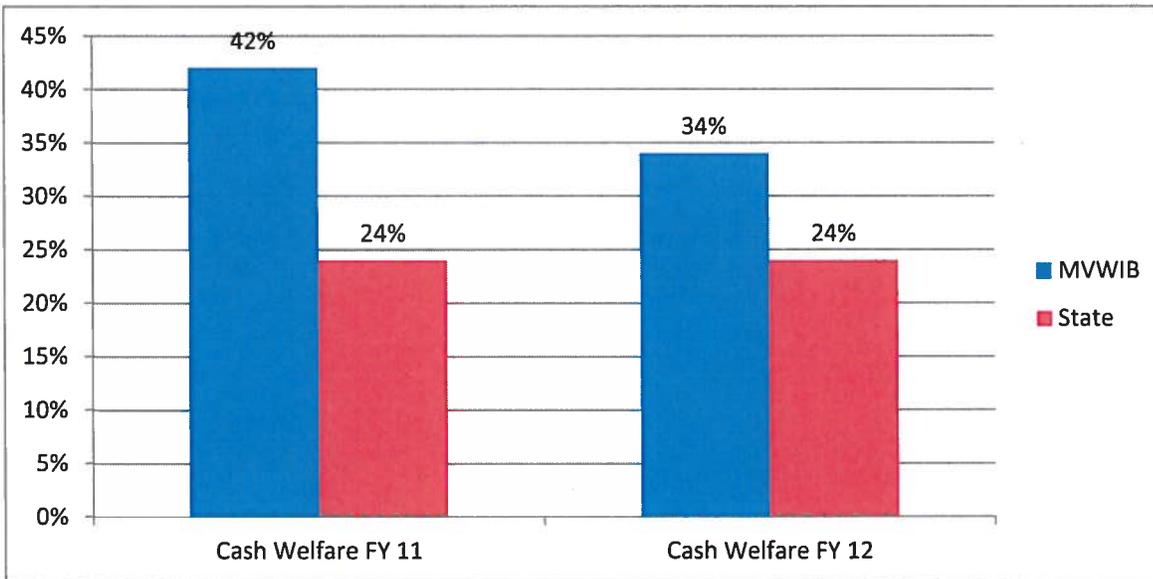
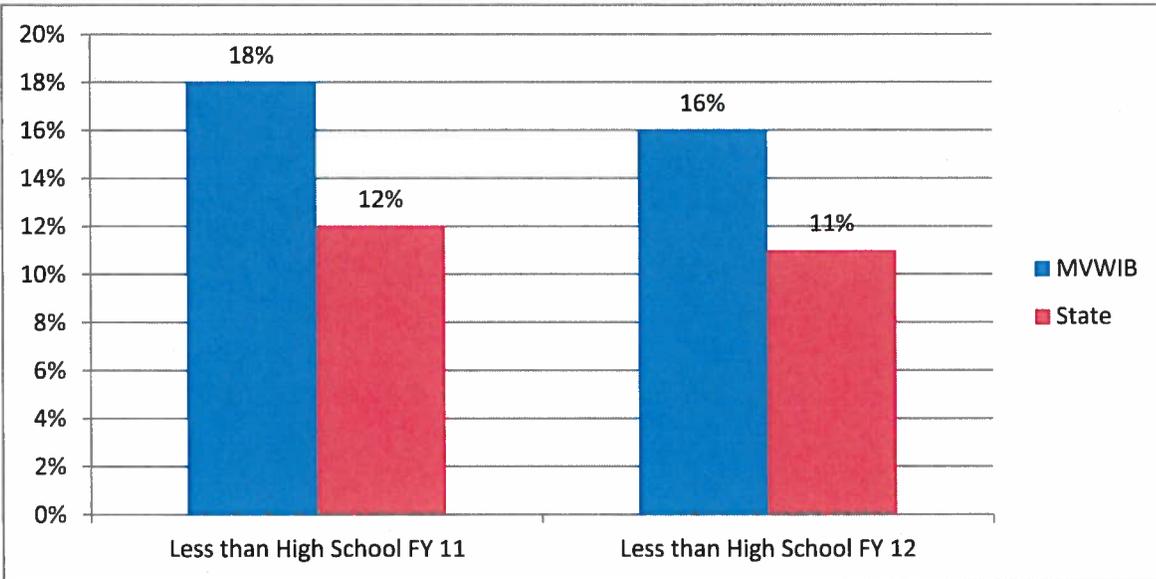
Merrimack Valley Workforce Investment Board

FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Adult Participant Characteristics



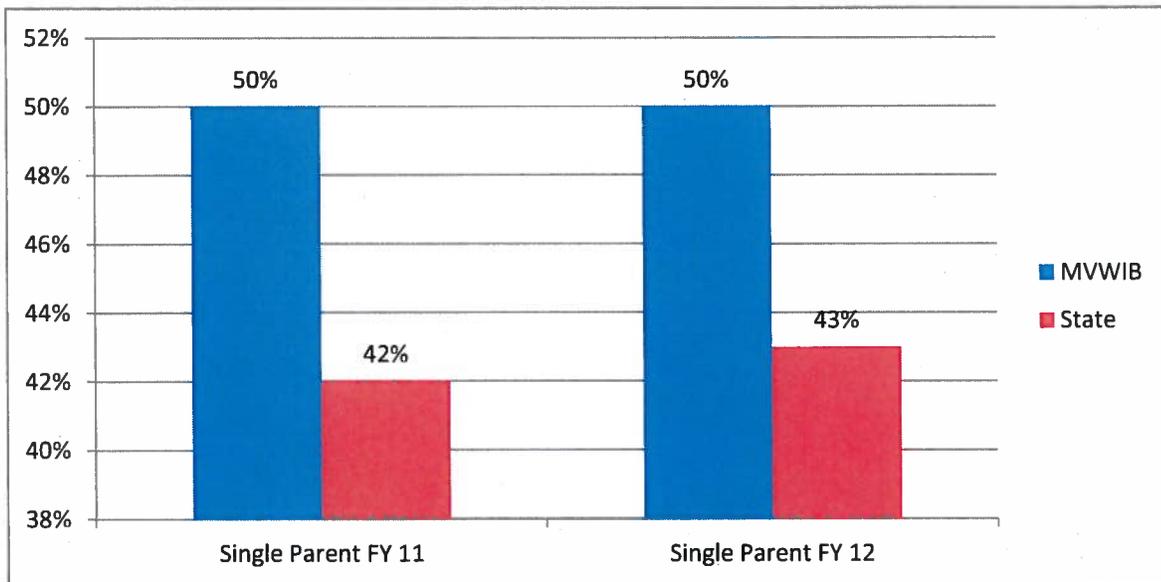
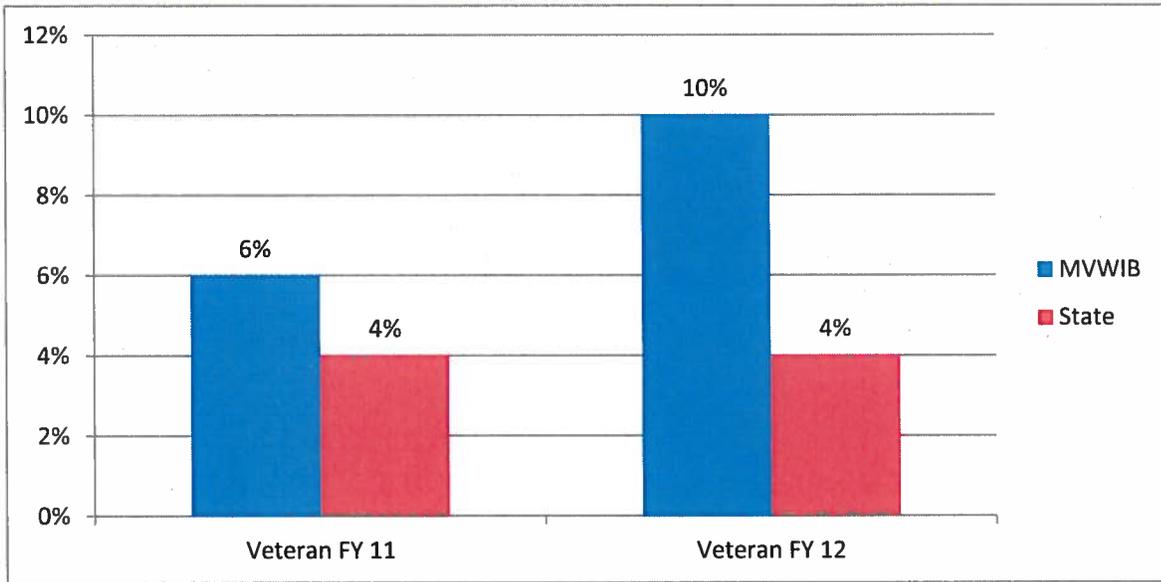
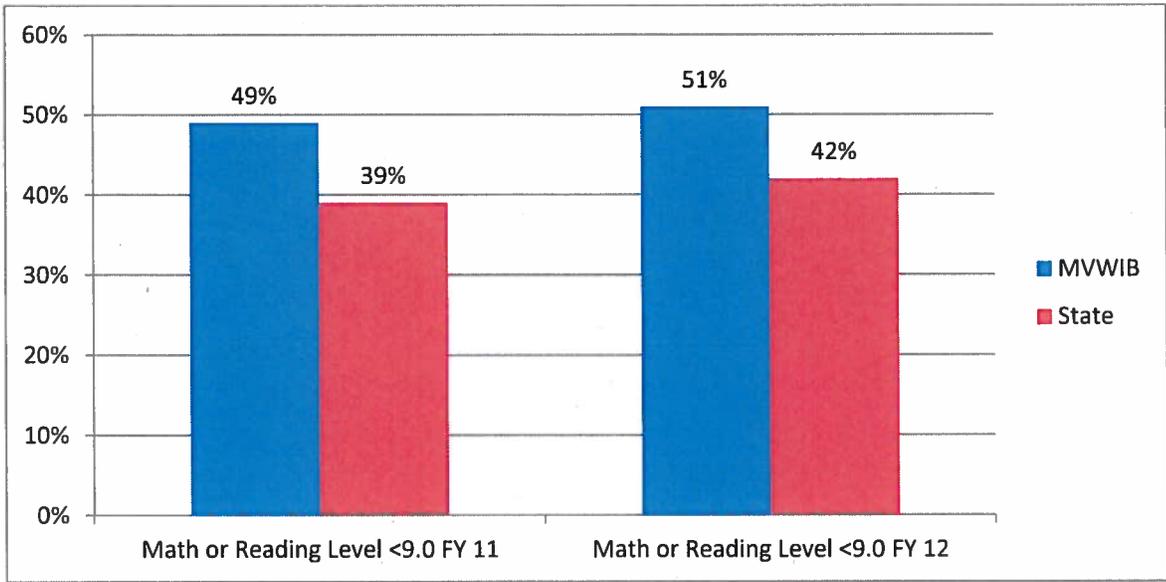
Merrimack Valley Workforce Investment Board

FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Adult Participant Characteristics



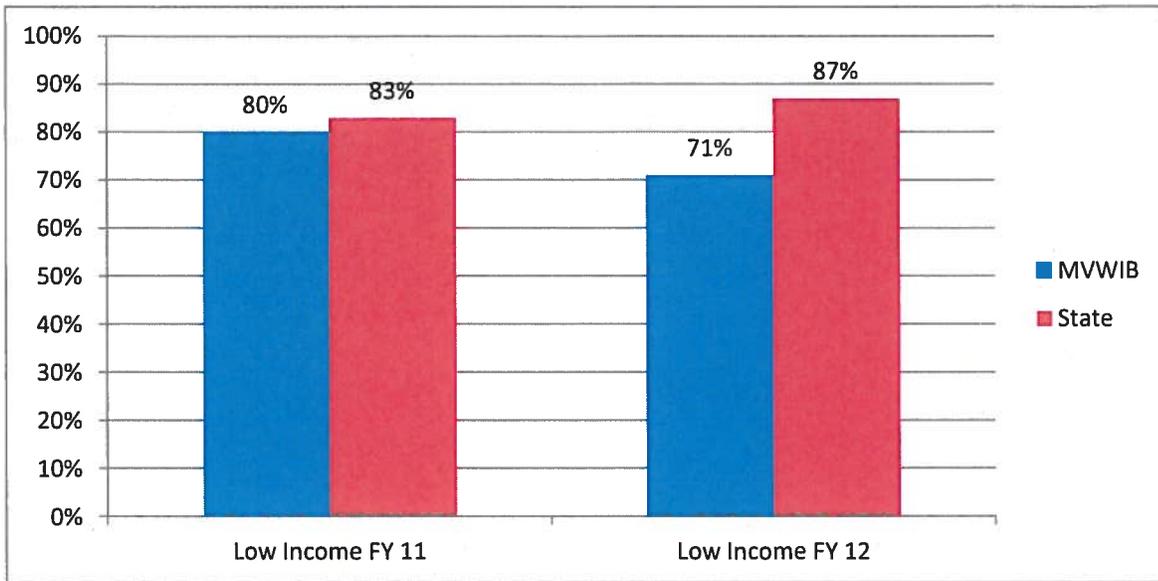
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FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Adult Participant Characteristics



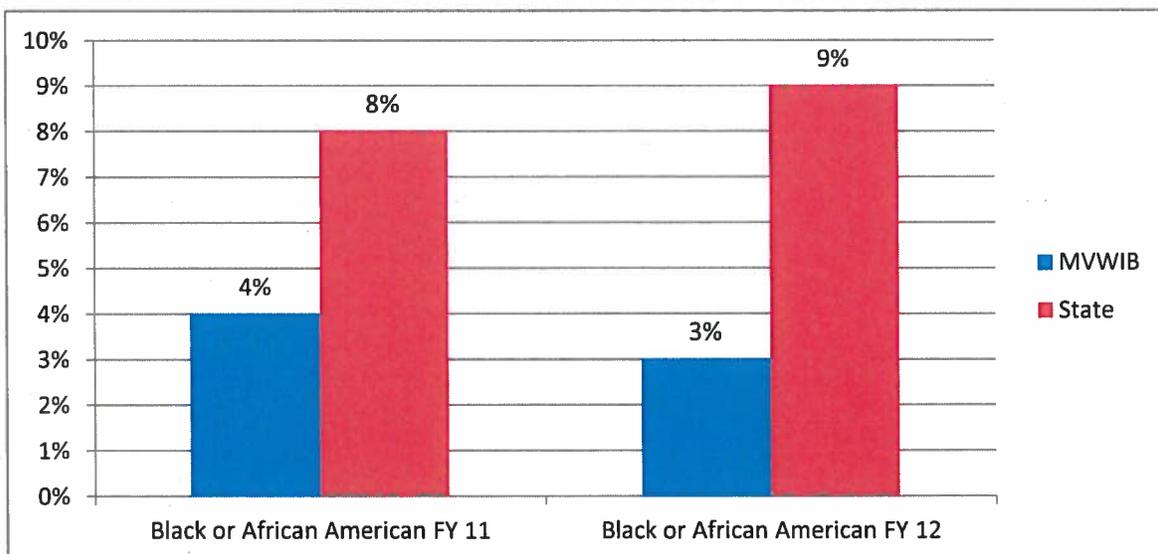
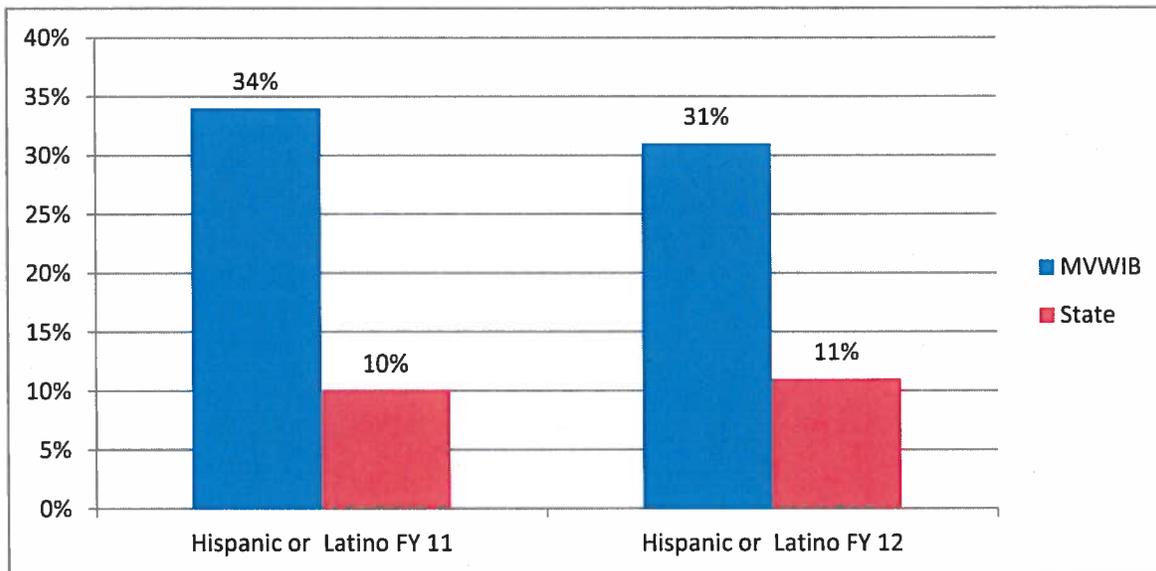
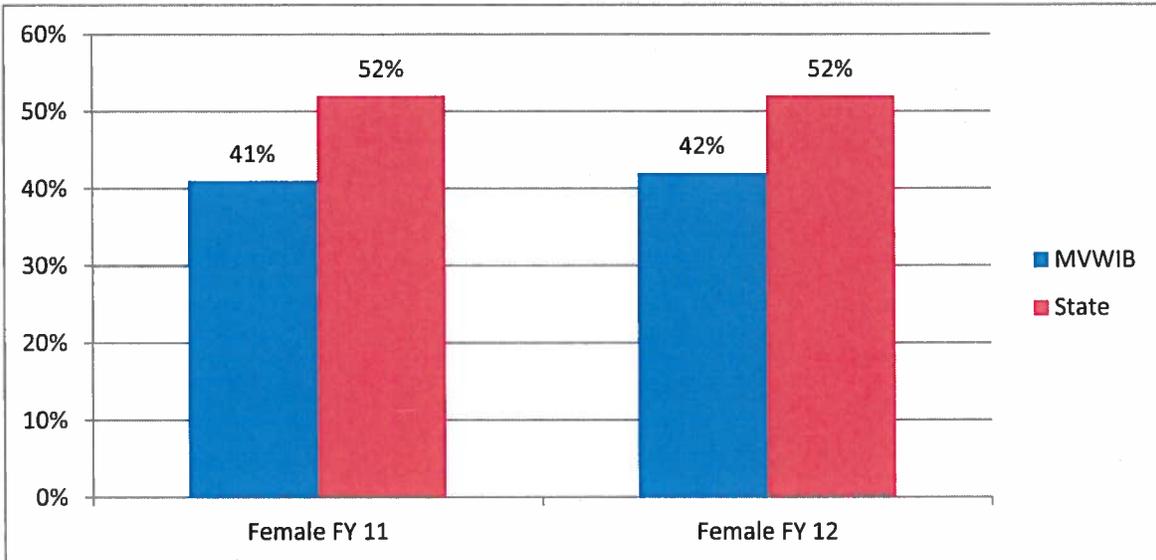
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FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Adult Participant Characteristics



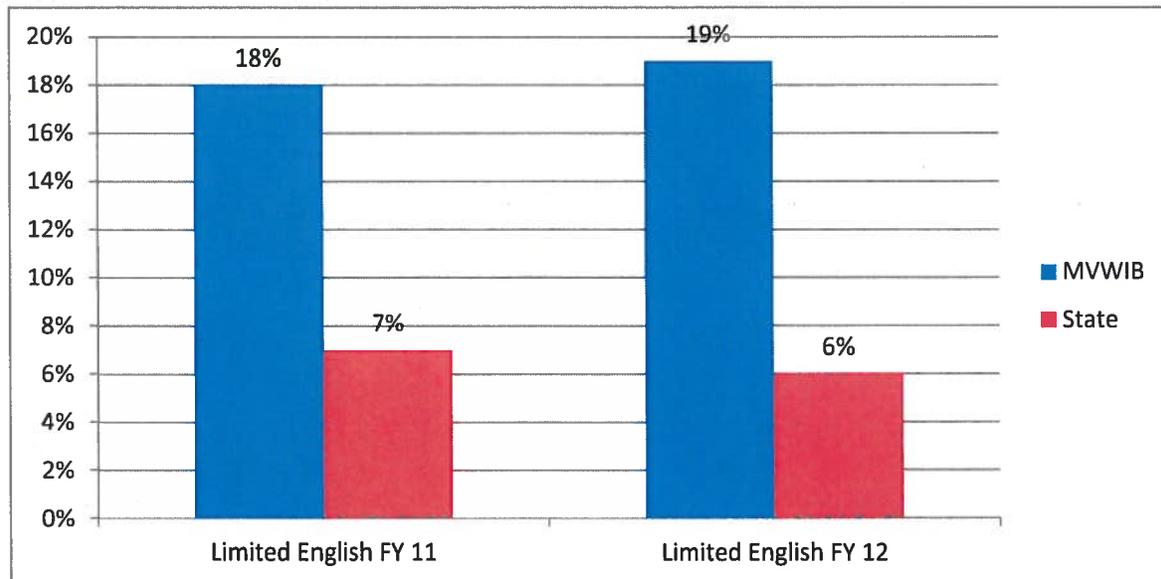
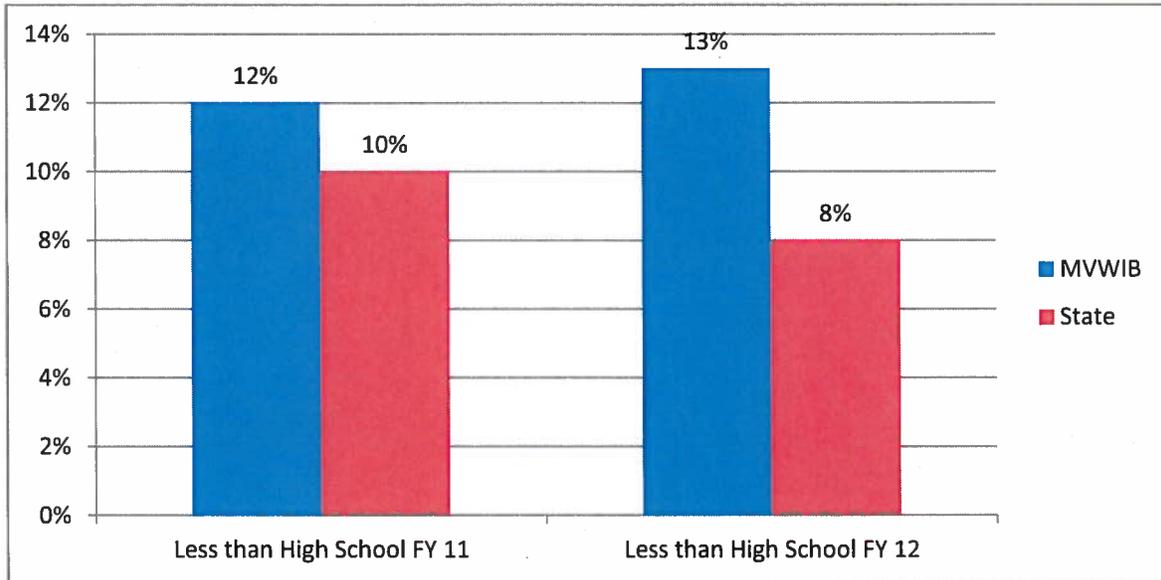
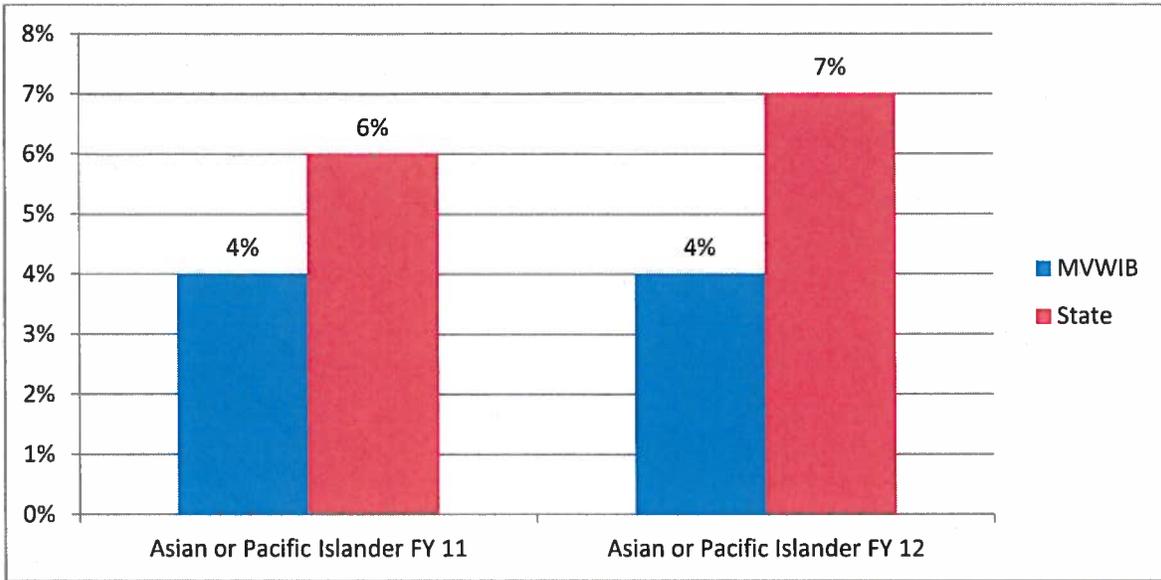
Merrimack Valley Workforce Investment Board

FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Dislocated Participant Characteristics



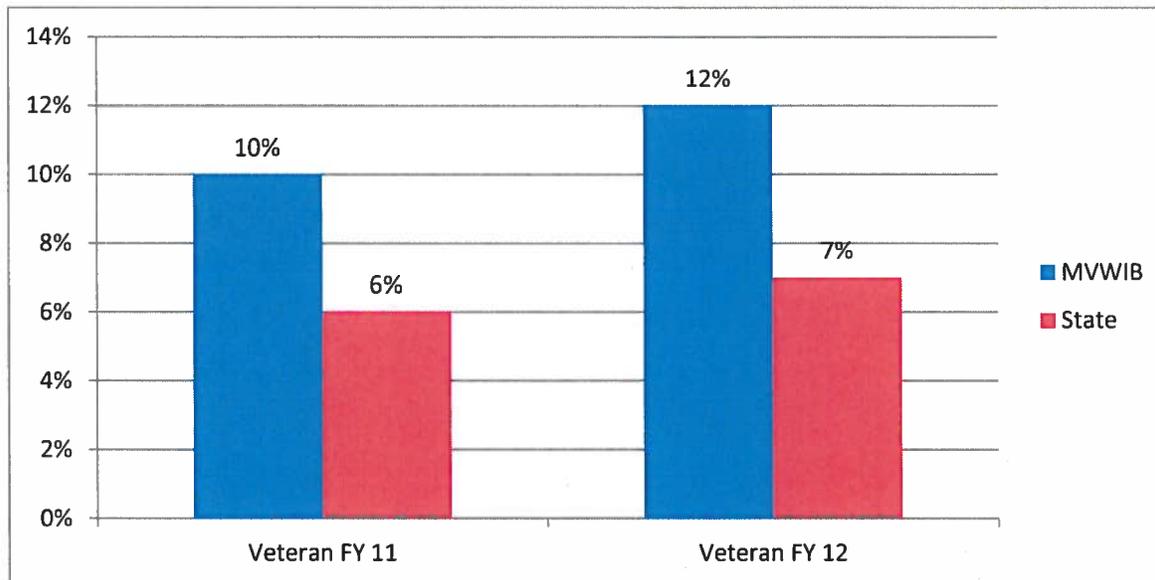
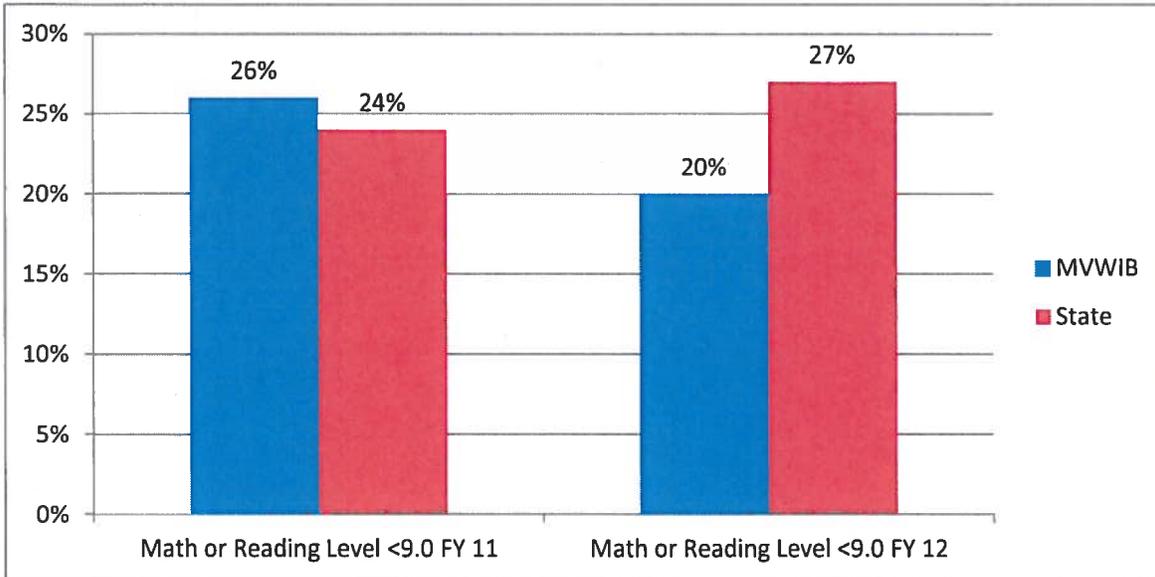
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FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Dislocated Participant Characteristics

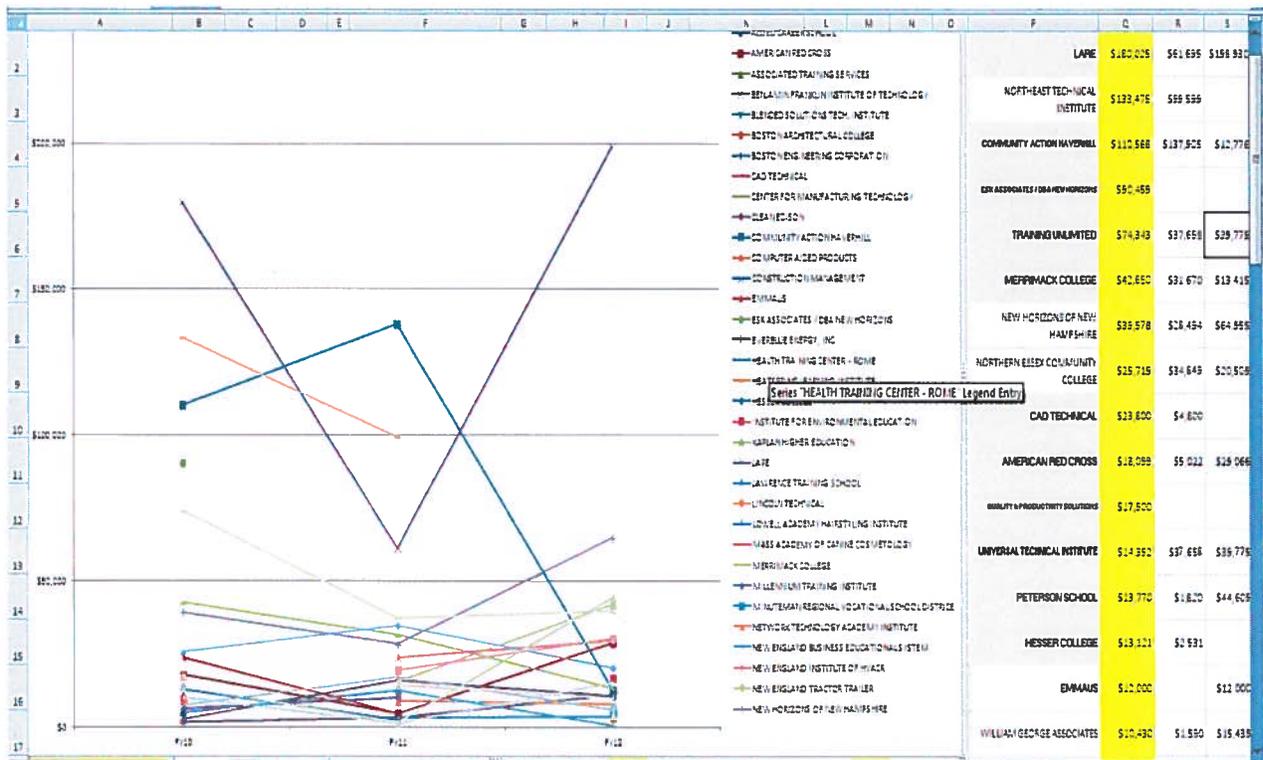


Merrimack Valley Workforce Investment Board

FY 11-FY 12 Fourth Quarter Report Comparison for WIA Title I Dislocated Participant Characteristics



MVWIB Training Vendor Three- Year Allocation Chart



MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD Group Programs and ITA's Comparison

Provider	Program	Group Program Cost	Group Program Cost per Participant	ITA Cost per Participant	ITA Course No.	
LARE	Emergency Medical Technician (Adult)	\$88,778.00	\$3,328.33	n/a	n/a	
LARE	Medical Assisting (Youth)	\$51,283.00	\$6,410.38	\$4,995.00	1036517 ; 1036145	higher group enrollment cost this year.
LARE	Certified Pharmacy Technician	\$125,308.00	\$4,180.43	\$5,275.00	1091065	1.261832
LARE	Automotive Appraisal	\$89,554.00	\$7,462.83	n/a	n/a	
International Institute of GL	Green Handyman	\$70,341.00	\$4,689.00	\$4,689.00	1086297	
Custom Group	Intro to Machine Shop	\$94,563.00	\$3,941.00	\$7,020.00	1086274	1.781274 times greater
Clean Edison	BPI	\$47,604.00	\$1,586.80	\$1,745.00	1075592	1.099698
Notre Dame Academy	HSG Enhanced Nurse Assistant Program	\$55,516.00	n/a	\$2,320.00	1082217	
Lawrence Training School	Asbestos Abatement	\$18,984.00	\$1,054.67	\$3,240.00	1088044	3.072061 times greater
Lawrence Training School	Lead Abatement	\$17,784.00	\$988.00	\$2,910.00	1088045	2.945344 times greater

MVWIB FY 2013 Training Percentages

	Total Programmatic Expenditures	Total Training Expenditures	% Training
FY 2013			
WIA Adult	\$673,018.00	\$189,926.00	28.22%
WIA DW T Trade (Includes Trade Case Management, Solo Cup NEG, Sonoco/Debbie Staffing NEG)	\$1,618,137.96	\$640,457.50	39.58%
EPA	\$227,920.35	\$139,946.12	61.40%
SESP	\$39,793.00	\$39,793.00	100.00%
Walmart	\$14,064.00	\$10,064.00	71.56%
TOTAL Training as a % of Total Programmatic	\$3,398,425.31	\$1,266,685.63	37.27%

MVWIB Unaudited Plan and Annual Budget Actual Expenditures

	A	B	C	D	E	F	G	H	I
1	Merrimack Valley Workforce Investment Board								
2	FY12/13 COST	FY 2011	FY 2012	FY 2013					
3	[SOURCE]	Actual	Actual	Plan	TYPES OF ITEMS PERTINENT TO CATEGORY:				
4	Staffing - Individuals charged as	\$200,785	\$298,732	\$261,790	- DCS & Local salary, fringe, payroll, etc				
5	Staffing - Direct Customer Support	\$1,329,774	\$2,203,046	\$2,406,638	- Resource room, outreach, reception, counselors, etc				
6	Staffing - Related	\$217,967	\$128,406	\$203,336	- Travel, memberships, employee training, service fees, certificates, etc				
7	Building - Premises	\$220,103	\$293,151	\$270,470	- Rent, lease inclusions, maintenance, security, etc.				
8	Equipment & Supplies	\$211,118	\$209,430	\$321,809	- Copiers, telephone, toner, printing, desks, chairs, paper, testing materials, books, etc				
9	Capital Costs				- Heating, walls, roof, wall partitioning as charges or chargebacks				
10	Youth Program Costs	\$813,123	\$623,445	\$683,124	- Subrecipient contractors, youth wages, youth supportive services				
11	Information Technology (IT)	\$233,145	\$256,795	\$254,091	- IT salaries, web, servers, Verizon circuits, licenses, PCs, laptops, consultants, etc				
12	TRAINING FOR CUSTOMERS:								
13	Training-Direct: ITAs and other direct training	\$897,439	\$635,209	\$654,439					
14	Training-Direct: ITAs and other direct training (TAA/NEGs)	\$1,845,919	\$1,170,845	\$687,327					
15	Support services (non-youth)	\$34,763	\$66,455	\$69,500					
16	Training Related- Materials, tools,								
17	Other				- Legal, city fees, moving expenses, audit, marketing, communication, etc				
18									
19	TOTALS	\$6,004,137	\$4,648,213	\$5,812,523					

Merrimack Valley FY 2013 Individual Training Accounts

PEOPLE TRAINED	SECTOR'S NAME	Dollars Allocated
55	Health Care	\$240,105
11	Information Technology	\$80,636
16	Manufacturing	\$77,295
11	Finance	\$68,000
7	Management	\$49,520
8	Transportation and Warehousing	\$38,260
7	Construction	\$35,375
1	Arts, Entertainment, and Recreation	\$2,989
1	Professional, Scientific, and Technical	\$2,080
1	Utilities	\$1,550
127	TOTAL	\$628,491*
	AVG COST PER	\$4,948.75

*Unaudited numbers

3. MVWIB Performance Tools:

- a. The MVWIB and VWCC utilize a variety of qualitative and quantitative performance tools to measure the effectiveness and success of our programs and services and to ensure proper oversight of programmatic activities and results in keeping with the goals and objectives of the Strategic Plan.

Quality Standards:

The lead operator and principal partner participate with the MVWIB in a continuous process of defining and refining quality and process standards that includes input from the Career Center frontline staff, feedback from customers regarding their expectations, and industry benchmarks that ensure high quality customer service, and that sets models of excellence. A priority will be placed on the effective implementation of the staff integration model described in the current MVWIB/VWCC Charter which will promote:

- timely service which will more quickly identify the customers workforce needs.;
- treating customers with respect;
- meeting, and wherever possible, surpassing customers' expectations;
- recovering dissatisfied customers;
- identifying and creating strategies that will meet individual customer's needs; and

Quantitative Measures:

The Merrimack Valley MVWIB requires outcomes in two general areas for individual customers: referral to, placement in, and retention in a job; and/or referral to, enrollment in, and retention in an education or training program and in services to employers.

The outcomes to be collected on individuals are WIA Performance Measures/Common Measures as indicated.

Additionally, *User Characteristics*: total number served monthly, quarterly and annually, gender, race/ethnicity, age, welfare status, disabilities, education, employment status at time of registration and occupation must be reported.

The MVWIB also requires performance outcomes specifically for training related placements. The following are the performance expectations expected for individuals enrolled in training through Individual Training Account (ITA's).

- Training Completion rate of 80%
- Training Entered Employment Rate of 75%
- Training Related Entered Employment rate of 70%
- An average wage of at least \$11.00

The MVWIB requires that the following outcomes be collected and analyzed on businesses:

1. *User characteristics*: number of companies served by industry; total new employer accounts developed by NAICS code during the reporting period; new job postings taken/filled and resultant fill rate.
2. Number of job posting received and filled on a quarterly basis by NAICS code.
3. *Service utilization*: total number of businesses served; types of services provided (core and fee based).
4. *Repeat business from employers*, as defined by companies who have two or more service dates.

b.Reporting Requirements:

Reporting requirements will be established and revised as needed by the MVWIB in consultation with the ValleyWorks Career Center lead operator. These include but are not limited to: A monthly ValleyWorks Narrative Report highlighting jobseeker and employer customer activities and progress/concerns with various categorical grants and other noteworthy service initiatives or new activities.

- A quarterly review and analysis of Points of Service Surveys and other Customer evaluations.
- Quarterly planned vs. actual performance reports for all current career center funding sources outlined on Attachment D of this document. .
- Annual Progress/Performance report to the MVWIB Board.

As outlined in the MVWIB/VWCC Charter, the following reporting requirements will also be required in a format acceptable to the MVWIB:

- A quarterly report indicating progress made in the implementation of the integrated service model described in the FY 13/14 Annual Plan. Report should include customer service data, improvements noted, challenges identified and any changes/modifications or other notable impacts of the process thus far. Also, to be included, any improvements in customer (both business and job seeker) service that you attribute, at least in part, to the implementation of the Integrated model.

Information as feasible should be provided in the aggregate and by career center service site (Lawrence, Haverhill and satellites as appropriate). The ValleyWorks Career Center lead operator and principal partner will maintain records as required by the MVWIB and state and federal agencies overseeing implementation of career centers. The ValleyWorks Career Center lead operator and principal partner will provide access to the MVWIB, to DWD, DCS, DUA, and to other authorized government agencies, to the information needed for monitoring, and evaluation of ValleyWorks Career Center performance.

The MVWIB and the ValleyWorks Career Center lead operator recognize that full reporting of the data elements listed above is dependent, in part, on the capacity, quality and timeliness of the state's career center information systems.

Any anticipated reporting issues and or problematic data elements will be promptly reported to the MVWIB so that alternative report requirements can be developed. In the event that ValleyWorks anticipates not being able to comply with any requisite monthly, quarterly, or yearend reporting requirements and/or deadlines, the MVWIB shall be notified in advance of notifying such reporting entity as to the reason(s) for the delay, and so as to assist ValleyWorks with negotiating alternative compliance deadlines with the funding source(s) in question.

Performance Review:

To ensure that the goals and objectives of the MVWIB Strategic Plan and Annual WIA Plan are met performance review procedures will include:

1. Review of written monthly reports submitted to the MVWIB staff and Planning Committee by the ValleyWorks lead operator in collaboration with the principal partner. The reports will cite performance at all center sites and review all program initiatives.
2. Quarterly statistical plan vs. actual performance reports on all funding sources/initiatives.
3. On-going "Voice of the Customer" review activities.
4. Review of quarterly reports on staff integration efforts.
5. Charter Renewal Activities. The MVWIB will provide the ValleyWorks Career Center lead operator, principal partner and the CEO with oral and written reports of findings from this annual and charter-end review process.

4. Revenue Plan

Our budget supports the strategies within our Strategic Plan. It primarily cite the need for flexible ways to make WIA allocations as based on LMI and appropriate customer choice while seeking additional funds as they become available to support our focus areas and deal with sequester cuts and otherwise diminished funding. Our health, advanced manufacturing and green/clean energy/health science focus areas all have separate funding and we add WIA funds to them as LMI and customer interest dictate. We look for every opportunity to apply for other public and private funds that complement our mission and we are always on the look-out for Rapid Response and National Emergency Grant to further assist area workers.

It is unlikely that there will be enough money to fully implement our SP strategies, especially since they are scalable and the need is so great in this area. But we have enough to make a positive difference.

The following illustrates how our 'gap analysis'. It makes adjustment to our annual budget in order to more fully implement our strategies. Now that all funds have been accounted for between the reconciliation of year end expenses and carry- in funds, and since we have been able to receive additional funding since July 1, 2013. MVWIB fiscal staff created the attached spreadsheet to document these changes.

These changes in revenues and expenditures relate to municipal staffing and overhead funds only, i.e. non training funds, and also exclude any reference to ValleyWorks Career Center DCS (merit) staff.

The summary includes the following:

- Additional/(Reduction) of FY13 Projected Carry In Funds and Addition of New Funding Resources: +\$377,042
- Adding back the salary and fringe costs to retain the 9 staffs anticipated to be laid off in December 2013: -\$273,300
- Eliminating the cost of the projected UI and Payoff costs for the 9 staffs anticipated to be laid off in December 2013: +\$191,450
- Adding back the 12 furlough day cost for staffs: -\$81,295
- Adding the cost of a 2.5% Non Union Increase for FY14, to be consistent with the Union : \$36,031
- Eliminating the cost of staffs who will retire, work a reduced schedule, and be out on a no pay status: +\$37,073

Based on the above scenario, we have an additional \$214,939 in lag funds to either use for unexpected overhead costs in FY14, such as Haverhill Rent, penalties on the Lawrence Rent after the current lease ends, increased IT Migration Costs, or used to carry forward into our FY15 Budget. We will also track and ensure that all staffing and overhead costs are fully expended on the NEG's and State Funds that end on or before June 30, 2014, as this is what these projections assume.

As far as the furlough days, we will soon discuss, before the month's end next week, whether we should immediately stop all future furlough days this Fiscal Year (8 more for November 2013 – June 2014). Then, determine whether staff should be able to use their vacation or personal time to make up for the 4 days already taken without pay (July – October 2013), or if they could somehow make up these 28 hours, or if we should just consider these 4 days as furlough.

FY14 INTEGRATED BUDGET FUNDING CHANGES				STAFFING ADJUSTMENTS			
1		Staff & Overhead Carry In Costs	& Overhead Carry In Costs/New Funding	Total Additional FY14 Funding	Projected Costs For No Layoffs - 6 Months Of Salary & Fringe		
2	FUNDING SOURCE						
	A	B	C	D	E	F	G
3	WIA Youth Program	50.00	517,624.76	517,624.76		Career Services Advisor	\$31,330.00
4	WIA Adult Program	520,000.00	525,843.15	55,843.15		Career Services Advisor	\$31,410.00
5	WIA DW Program	5100,000.00	5140,517.56	540,517.56		NEG Job Developer	\$31,515.00
6	WIA Youth Admin	527,500.00	517,675.53	(59,821.47)		Career Services Advisor	\$32,015.00
7	WIA Adult Admin	50.00	50.00	50.00		Customer Services Rep	\$30,209.00
8	WIA DW Admin	527,500.00	556,139.07	528,639.07		Youth Admin Assistant	\$25,557.00
9	Program	5152,721.00	5152,951.33	5230.33		Business Services Rep	\$32,512.00
10	Deb Staffing Admin	536,779.00	538,881.20	52,102.20		Resource Development Mgr	\$28,493.00
11	Solo Cup Program	5172,100.00	5171,465.49	(5631.51)		Human Resource Mgr	\$30,259.00
12	Solo Cup Admin	510,600.00	546,325.72	535,725.72		TOTAL COST	\$273,300.00
13	CIES Model II	513,447.00	517,331.00	53,884.00			
14	CIES Model III	517,516.00	525,310.00	57,794.00		Furlough Days - Add Back to All Staff Pay	\$81,295.00
15	EPA	523,224.00	55,724.00	(517,500.00)		Non Union 2.5% Increase - same as Union	\$36,031.00
16	Program	5114,760.00	5206,566.26	591,506.26		TOTAL COST	\$117,326.00
17	Youthworks-Admin	521,931.00	531,933.55	510,002.55			
18	BOG-Program	533,335.00	545,729.00	515,394.00		Projected Savings For No Layoffs - 6 Months Of UI & Payoff	
19	BOG-Admin	54,609.00	55,170.00	5561.00			
20	Connecting Activities-Program	559,557.00	550,357.00	(59,200.00)		TOTAL SAVINGS	(\$191,450.00)
21	Connecting Activities-Admin	59,615.00	59,255.00	(5363.00)			
22	DWT NEG-Program	50.00	536,359.00	536,359.00		Career Services Advisor - Retire Feb'14	(\$14,974.88)
23	DWT NEG-Admin	50.00	515,194.00	515,194.00		Workshop Specialist - 20 hours per week as of Jan'14	(\$10,639.65)
24	Philips-Mersen Set Aside-Program	5157,000.00	5261,635.00	574,635.00		Youth Career Counselor - Anticipated No Pay Status - 12 weeks	(\$11,458.08)
25	STEM Clean Energy-Program	50.00	519,963.00	519,963.00		TOTAL SAVINGS	(\$37,072.62)
26	STEM Clean Energy-Admin	50.00	51,245.00	51,245.00			
27	STEM Power Network-Program	50.00	54,000.00	54,000.00			
28	TOTAL FUNDS	\$1,092,197.00	\$1,469,239.95	\$377,042.95		TOTAL COSTS	\$162,103.38
31	SUMMARY OF STAFFING/OVERHEAD FUNDS						
32							
33	Total Additional Revenues		\$377,042.95				
34	Total Additional Staffing Costs		(\$162,103.38)				
35	Total Projecting Balance		\$214,939.57				

Merrimack Valley Workforce Investment Board
One-Stop Career Center System Charter

Granted To:

The City of Lawrence Department of Training and Development (DTD),

as designated lead operator for

The ValleyWorks Career Centers of Lawrence and Haverhill

in collaboration with

The Department of Career Services (DCS),

as principal partner

By the:

The Mayor of Lawrence/Chief Elected Official

and

The Merrimack Valley Workforce Investment Board (MVWIB)

Charter Period:

July 1, 2013-June 30, 2016

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I. MISSION AND VALUES

Through this document, the Chief Elected Official and the Merrimack Valley Workforce Investment Board (MVWIB) delineates the Charter Agreement between the CEO/MVWIB and the ValleyWorks Career Center (VWCC). The Charter is designed to provide high quality, customer oriented workforce development services for job seekers and employers throughout the fifteen cities and towns that comprise the Lower Merrimack Valley Workforce Investment area.

The ValleyWorks Career Center Mission:

The mission of the Valley Works Career Center is to build and promote workforce potential to support regional business growth and economic prosperity.

Intent and Focus:

The ValleyWorks Career Centers will articulate and accomplish this Mission through:

- **Leadership** – Development and implementation of decisive, informative, adaptive and effective ways to affect the desired results and continually improve the agency effectiveness and performance.
- **Integrity** – Conducting business in a professional and ethically responsible manner demonstrated in appropriate everyday interaction with all.
- **Communication** – Communicating openly and honestly with all to deliver messages in a way that promotes positive results.
- **Accountability** – Ownership of actions and the delivery of desired results through the effective use of resources.
- **Teamwork** – Establishing and building collaborative efforts that establish and demonstrate productive relationships to meet organizational goals and objectives.
- **Respect** – Recognizing the unique value of each individual and acting with professionalism and dignity at all times.
- **Service Excellence** – Commitment to the provision of quality services without compromise every day.

II. THE CEO-MVWIB/ VWCC CHARTER

A. The Charter-Principal Parties and Career Center location:

The Merrimack Valley Workforce Investment Board, pursuant to the authority granted to it by the Massachusetts Executive Office of Labor and Workforce Development (EOLWD) grants a One-Stop Career Center Charter to the ValleyWorks Career Center(s) (VWCC). The principal parties to this charter are the Chief Elected Official (CEO), the Merrimack Valley Workforce Investment Board (MVWIB), the Department of Training and Development (DTD) a/k/a ValleyWorks Career Center lead operator, and principal partner, the Department of Career Services (DCS). The ValleyWorks Career Center, lead operator and its principal partners will provide comprehensive services through (2) collaborative career centers presently located at: Heritage Place 439 South Union Street, Bldg.2 Lawrence, MA, and at

offices located at Northern Essex Community College in Haverhill, MA. Additional services may be offered at community-based sites such as DTA local offices and other stakeholder sites approved by the MVWIB as appropriate and supportable.

A. Term of the Charter:

This Charter covers the period from July 1, 2013 through June 30, 2016 provided that the renewal terms and conditions in this Charter are met. The Charter may be renewed on an annual basis for three (3) twelve (12) month periods ending on June 30, 2016 if the Operator demonstrates performance in accordance with the provisions of this Charter and unless terminated as set-out below.

B. Renewal Terms and Conditions:

In addition to the day to day management of the local one-stop system, the lead operator is accountable for the implementation and operation of a highly effective workforce development delivery system which will insure that the general public, individual customers and employers have access to a wide range of services designed to prepare and promote employment opportunities for current and future job seekers and to ensure and support the continued growth and vitality of current and future employers and economic development efforts in the Lower Merrimack Valley.

To achieve these objectives the Lead Operator and Principal Partner will:

1. Achieve the performance measures, and standards and customer satisfaction expectations established by the MVWIB (see Section VI and Attachment B); for all grants and programs provided through the VWCC barring significant unforeseen changes in funding availability, or regulatory, legal or legislative changes beyond the operator's control.
2. In collaboration with the MVWIB, develop and implement an integrated staffing model designed to improve efficiencies and demonstrate measurable improvements in the provision and quality of customer service delivery for job seekers, employers and other targeted populations and programs.
3. Participate in monitoring and evaluation activities as requested by federal and State funding entities and the MVWIB.
4. Correct any performance problems identified by the MVWIB, the Commonwealth's Quality Assurance Units or other state, federal, or other organizations providing funding to ValleyWorks Career Center.
5. Ensure all identified statutory and programmatic requirements are met.

If the CEO or MVWIB determines that the Operator has not performed its obligations pursuant to the Charter, the CEO and MVWIB expressly reserve the right not to renew the term of the Charter on successive years. In the event that the CEO/MVWIB determines initially not to renew the term of the Charter, the CEO/MVWIB shall send written notice of such determination to the Operator not later than March 1, including in such written notice the reason or reasons for the CEO/MVWIB's determination.

The Operator shall have the opportunity to provide written responses to the CEO/MVWIB's written notice and to meet with the CEO/MVWIB before a final decision is made by the CEO/MVWIB, in their sole discretion. Following such written responses and any such meeting if the CEO/MVWIB still determines not to renew the term of the Charter it shall send written notice of such determination to the Operator not later than April 1 including with such written notice the reason or reasons for its decision, and upon the delivery of such written notice the term of the Charter shall end on June 30, subject to all of the terms and conditions set forth in this Charter, including without limitation the provisions set forth in Paragraph 11 below. The CEO/MVWIB and the Operator agree that if the term of the Charter is renewed by the CEO/MVWIB through the end of the third fiscal year, the CEO/MVWIB shall not have any obligation to renew the Charter for any period of time following the end of the third fiscal year. The CEO/MVWIB expressly reserves the right, however, to extend the term of the Charter beyond the end of the third fiscal year or to enter into a new Charter with the Operator without the necessity of the CEO/MVWIB issuing a request for proposals, provided that no such extension of the term of the Charter or new Charter shall become effective unless accepted in writing by the Operator.

Notwithstanding anything contained herein to the contrary, the CEO/MVWIB expressly reserves the right, after negotiation with the Operator, to change the terms and conditions of this Charter, particularly those terms and conditions relating to the One-Stop Career Center operating plans and budget, the disposition of fee income, performance standards (including customer satisfaction measures), new conditions imposed upon the CEO/MVWIB by and/or the DCS and/or any other conditions relating to the successful realization of the CEO/MVWIB's vision for One-Stop Career Centers in the MVWIB WIA. The CEO/MVWIB expressly reserves the right to make any such changes at the time of any renewal of this Charter. With the exception of changes in the performance standards set forth in Attachment B which shall be subject to annual modification and change, the CEO/MVWIB agrees to provide the Operator with at least ninety (90) days prior notice of any proposed change in the terms and conditions of this Charter that the CEO/MVWIB desires to make. The Operator shall have a period of fifteen (15) days following its receipt of notification by the CEO/MVWIB of any such proposed changes to determine whether or not it agrees to any such proposed changes. In the event that the Operator does not agree to the changes proposed by the CEO/MVWIB, the Operator shall be entitled to terminate this Charter effective as of the end of the then current fiscal year by delivering written notice of termination to the CEO/MVWIB on or before the date which is thirty (30) days from the date of receipt by the Operator of the CEO/MVWIB's written notice of proposed changes.

C. Funding Availability:

In the event that sufficient resources to support the operation of the ValleyWorks Career Centers are no longer available or otherwise properly terminated, this Charter Agreement shall also terminate. Likewise, if the Charter Agreement is properly terminated, the Commonwealth of Massachusetts Funding Contract shall also terminate forthwith with the identified fiscal agent for the ValleyWorks Career Center.

III. THE MERRIMACK VALLEY COLLABORATIVE MODEL

The Merrimack Valley Workforce Investment Board has been authorized by the Massachusetts Executive Office of Labor and Workforce Development to grant a Charter to provide Career Center services through comprehensive One-Stop Career Centers located in Lawrence and Haverhill.

The ValleyWorks Career Center is an integrated partnership between existing organizations—chartered, supported, and overseen by the Workforce Investment Board in collaboration with the Chief Elected Official (CEO). The key collaborative model elements are:

- An organizational partnership between the lead collaborative organizations, DTD and DCS that will be responsible for direct service to customers (job and training seekers, businesses, vendors and other community partners);
- The development of additional career center partners, working with the lead operator and principal partner collaboratively to coordinate the necessary resources, systems, and procedures; to provide services to specific targeted customers.
- A fully integrated management and operational structure is planned and will be made operational during FY2014. It is expected that this management structure will build and enhance the collaboration of the partners in building a comprehensive and seamless local system in which staff duties and priorities are developed through shared objectives, and shared responsibility in providing quality services to meet customer demands and to meeting the accountability and performance standards required by the CEO/MVWIB and the Commonwealth.
- A cooperative, supportive and complementary relationship with the CEO/MVWIB. The lead operator and principal partners will work cooperatively to meet programmatic and performance requirements for all publically and privately funded activities operated as part of the Career Center through the CEO/MVWIB.

IV. ROLES AND RESPONSIBILITIES

This charter document has been reviewed and approved by the Chief Elected Official of the City of Lawrence and by the MVWIB. Both parties are responsible under federal legislation and state policies for jointly approving the charter and the allocation of resources to the ValleyWorks Career Center lead operator.

The MVWIB, the Chief Elected Official, Department of Training and Development (DTD), the Department of Career Services(DCS), and ValleyWorks each have distinct roles in the development, operation and financing of the career centers.

- A. **Merrimack Valley Workforce Investment Board** The MVWIB is responsible for establishing policies and overseeing the implementation and ongoing operation of the region's career centers. The MVWIB is responsible for the development of governing workforce policy in the region to be implemented under the direction of the MVWIB Executive Director and MVWIB staff. These responsibilities include:

1. Policy and Program Development

- Establishment of program, policy and performance standards and reports consistent with but not limited state and federal requirements. Provide oversight and monitoring of attainment of programmatic objectives, performance measures, goals and statutory requirements of funders and the MVWIB as outlined in this Agreement.
- Establish and provide oversight and monitoring of state-mandated policies and standards to

be utilized by career centers. Participation and development of policy and processes with State and local partners or funders to resolve issues impacting the delivery of services by the ValleyWorks Career Center lead operator.

- Seeking opportunities for additional funding. Administration and allocation of resources for employer and job seeker customers within the rules and regulations set forth by funding source and statutory guidelines as appropriate. Collaborate with Career Center leadership in the development of program plans and budgets.
- The MVWIB shall work with the Commonwealth and other workforce partners to ensure adequate levels of funding for the One Stop Career Center system.
- Collaboratively work together to review key components of the local labor exchange system, including the required core and intensive service menus, number of centers, sites, budget and costs and criteria for fee-based services.
- Review any changes in the Merrimack Valley One-Stop Career Center System with the CEO, reviews include additional partners, service menus, number of centers, sites, budget and fee schedules.

2. Chartering and Monitoring

- The MVWIB shall select and Charter an operator(s) for the local career center system with the CEO; and approve any additional funding or programmatic activity provided or required by the Career Center, write and sign the career center charter, evaluate operations, and renew the charter or conduct a competitive procurement for new operators with the CEO.
- The MVWIB shall monitor the One Stop Career Center quality, outcomes, and cost performance utilizing the following measures: on-site visits and observations, record review, third party evaluations and review, data analysis of customer flow and outcome reports and records, monthly performance reports and other performance measures and indicators determined by the MVWIB. The WIB will also be included in any monitoring activity performed by the State, Federal or other funding source at the Career Center. The MVWIB will inform the CEO of results.
- Conduct performance monitoring and evaluation of the ValleyWorks Career Center as part of annual charter review and periodic re-chartering process.
- Ensure that data is collected and that reports required by the MVWIB, career center funding sources and state and federal agencies are produced and submitted in a timely manner.
- In conjunction with the Chief Elected Official and the Executive Office of Labor and Workforce Development, consider any appeals of decisions to terminate or not to renew the charter.

3. Capacity Building

- The MVWIB shall require that customer satisfaction and continuous quality improvement systems are in place at the ValleyWorks Career Centers.

- Convene and broker the involvement of stakeholders in career center relationships, including employers; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies; and other interested parties.
- Direct all funding appropriated to the MVWIB for career centers and any other MVWIB resources developed for the support of services at and through the ValleyWorks Career Centers lead operator as appropriate.
- Oversee all system-wide marketing efforts in collaboration with the ValleyWorks Career Center Operator for the workforce investment region. With respect to employer customers the MVWIB and Career Center will work together to identify critical and emerging industries in the region and ensure that the Career Center Operator will focus marketing efforts and job training efforts on those sectors.
- Identify and allocate available resources to enhance the capability of the ValleyWorks Career Centers, including the development of financial and non-financial Memoranda of Understanding with state agencies and other key system stakeholders.
- Assist the ValleyWorks Career Center Operator in the identification of training resources for staff which may include initial staff training, best practices and national models.

B. Chief Elected Official (CEO)

The Chief Elected Official of the City of Lawrence, Massachusetts holds, as required and designated in federal legislation, the responsibility and liability for the appropriate use of funds for workforce services provided through the Workforce Investment Act of 1998 (WIA) for the fifteen (15) cities and towns in the Merrimack Valley Workforce Investment Area. In that capacity the CEO will:

- Review, adjust as necessary and approve allocation of resources by the MVWIB for Career Center funding in the Annual Budget.
- With the MVWIB, consider any appeals of decisions to terminate or not to renew the charter.

C. The Department of Training and Development, as ValleyWorks Career Center lead operator, and the Department of Career Services, as principal partner for the ValleyWorks Career Centers

As lead operator and principal partner for the ValleyWorks Career Center, the Department of Training and Development (DTD) and the Department of Career Services (DCS) will manage and provide direct client services in conformance with all regulations and policies, to ensure high quality services for the employer and job seeker customers of the Merrimack Valley Workforce Development System.

1. Operations:

- Work with the MVWIB in the development of the WIA Annual Plan.

- Deliver required core and intensive services and develop value-added, fee-based service menus for employers and job seekers.
- Meet MVWIB, state, and federal legislative, regulatory, and program requirements. Performance measures and other quality measures will be updated annually and incorporated by reference to this charter agreement.
- Participate in the selection of career center locations with the MVWIB/CEO and review leasing, refurbishing and other costs with them. Maintain career center facilities and equipment at high performance levels.
- In consultation with the MVWIB, continuously review and improve the ValleyWorks Career Center service delivery systems.
- Recruit, train, and supervise staff designed to achieve ever-improving customer services.
- Ensure customer data and all other required reporting information is appropriately entered into information systems (MOSES), as required by the MVWIB, state and federal career center reporting policies. Analyze and report data as needed and/or required on a weekly, monthly, quarterly basis to ensure timely service provision and follow-up with job/training seeking customers and employers.

2. Continuous Quality Improvement

- Help develop a customer-driven, continually improving and learning organization.
- Establish, operate, and improve effective information systems and provide staff training in information data collection procedures.
- Work with the MVWIB and State DCS/DUA, EOLWD, as well as other State oversight authorities, to identify the best available state-level resources and information system capacities to improve data collection and analysis capabilities.

D. The Division of Grants Administration

The DGA acting as the fiscal agent for both the City and the MVWIB shall utilize all policies and procedures, including personnel policies and processes certified by the state Department of Career Services (hereinafter referred to as "MVWIB/COL policies and procedures"). DGA will ensure that all policies and procedures are submitted to the state for certification

The DGA is responsible for the execution of fiscal administrative functions, including accounting in budgeting; financial, grant and cash management; procurement and purchasing; property management; payroll and personnel management; general oversight, audit and coordinating the resolution of findings from audits, reviews, investigations, and incident reports.

V. IMPLEMENTATION

A. Recognition of State, MVWIB, and CEO Authorization

The Merrimack Valley One-Stop Career Center System will include the state One-Stop Career Center logo and cite the MVWIB's and CEO's chartering role in all formal documents

and marketing materials, to the maximum extent feasible.

B. Annual Plan

The Lower Merrimack Valley Workforce Investment Area's Annual Plan, goals and performance objectives, as approved by the MVWIB, shall be incorporated each year as an integral part of the charter agreement. The Annual Plan will include the planned WIA goals and objectives for the subsequent fiscal year and reflect the coordinated efforts of the MVWIB, and the ValleyWorks Career Center partners in meeting both local and State goals and performance requirements.

The plan may be modified and updated at intervals determined by the MVWIB and with the approval of the MVWIB Planning/ Executive Committee to reflect changes in organizational structure; new implementation and/or performance measures required by the MVWIB or additional funding partners; revisions to customer service menus; changes in the Career Center location or partners, changes required by state and federal legislation, regulations and policy..

All Charter modifications and/ or required updates, must be approved by the MVWIB and the Chief Elected Official. The lead operator shall submit to the MVWIB Planning Committee and MVWIB staff their inputs to the Annual Plan and accurate Annual Plan outcomes as a condition of charter extension/renewal. The approved Annual Plan, updated as required by the CEO/MVWIB, shall be incorporated by reference into this charter and shall be forwarded to appropriate State agencies.

VI. PERFORMANCE REQUIREMENTS

A. Qualitative Measures

Quality Standards:

The lead operator and principal partner shall participate with the MVWIB in a continuous process of defining and refining quality and process standards that includes input from teams of the Career Center frontline staff, feedback from customers regarding their expectations, and industry benchmarks that ensure high quality customer service, and that sets models of excellence. A priority will be placed on the effective implementation of the staff integration model described in Attachment C. which will promote:

- timely service which will more quickly identify the customers workforce needs.;
- treating customers with respect;
- meeting, and wherever possible, surpassing customers' expectations;
- recovering dissatisfied customers;
- identifying and creating strategies that will meet individual customer's needs; and
- identifies operational strategies that address bottlenecks that are systemic within the Career Center, resolves or circumvents them, and provides frontline staff with

the tools they need to meet customer needs.

B. Quantitative Measures

The Merrimack Valley MVWIB requires outcomes in two general areas for individual customers: referral to, placement in, and retention in a job; and referral to, enrollment in, and retention in an education or training program.

The outcomes to be collected on individuals are WIA Performance Measures/Common Measures as indicated. (see Attachment B)

Additionally, *User Characteristics*: total number served monthly, quarterly and annually, gender, race/ethnicity, age, welfare status, disabilities, education, employment status at time of registration and occupation must be reported.

The MVWIB also requires outcomes for training related placements. The following are the performance expectations expected for individuals enrolled in training through Individual Training Account (ITA's).

- Training Completion rate of 80%
- Training Entered Employment Rate of 75%
- Training Related Entered Employment rate of 70%
- An average wage of at least \$11.00

The MVWIB requires that the following outcomes be collected and analyzed on businesses:

1. *User characteristics*: number of companies served by industry; total new employer accounts developed by NAICS code during the reporting period; new job postings taken/filled and resultant fill rate.
2. Number of job posting received and filled on a quarterly basis by NAICS code.
3. *Service utilization*: total number of businesses served; types of services provided (core and fee based).
4. *Repeat business from employers*, as defined by companies who have two or more service dates.

VII. REPORTING, MONITORING AND EVALUATION REQUIREMENTS

A. Reporting Requirements:

Reporting requirements will be established and revised as needed by the MVWIB in consultation with the ValleyWorks Career Center lead operator. These include but are not limited to:

- A monthly ValleyWorks Narrative Report highlighting jobseeker and employer customer activities and progress/concerns with various categorical grants and other noteworthy service initiatives or new activities.

- A quarterly review and analysis of Points of Service Surveys and other Customer evaluations.
- Quarterly planned vs. actual performance reports for all current career center funding sources outlined on Attachment D of this document. .
- Annual Progress/Performance report to the MVWIB Board.

For the re-chartering period, the following reporting requirements will also be required in a format acceptable to the MVWIB:

- A quarterly report indicating progress made in the implementation of the integrated service model described in the FY 13/14 Annual Plan. Report should include customer service data, improvements noted, challenges identified and any changes/modifications or other notable impacts of the process thus far. Also, to be included, any improvements in customer (both business and job seeker) service that you attribute, at least in part, to the implementation of the Integrated model.

Information as feasible should be provided in the aggregate and by career center service site (Lawrence, Haverhill and satellites as appropriate). The ValleyWorks Career Center lead operator and principal partner will maintain records as required by the MVWIB and state and federal agencies overseeing implementation of career centers. The ValleyWorks Career Center lead operator and principal partner will provide access to the MVWIB, to DWD, DCS, DUA, and to other authorized government agencies, to the information needed for monitoring, and evaluation of ValleyWorks Career Center performance.

The MVWIB and the ValleyWorks Career Center lead operator recognize that full reporting of the data elements listed above is dependent, in part, on the capacity, quality and timeliness of the state's career center information systems.

Any anticipated reporting issues and or problematic data elements will be promptly reported to the MVWIB so that alternative report requirements can be developed. In the event that ValleyWorks anticipates not being able to comply with any requisite monthly, quarterly, or year-end reporting requirements and/or deadlines, the MVWIB shall be notified in advance of notifying such reporting entity as to the reason(s) for the delay, and so as to assist ValleyWorks with negotiating alternative compliance deadlines with the funding source(s) in question.

B. Evaluation:

The MVWIB shall be responsible for evaluating the lead operator and principal partner's performance in implementing and operating the ValleyWorks Career Centers in accordance with the measures set forth in this Charter Agreement, and of relaying that information to the CEO.

The MVWIB will monitor all programs on an ongoing basis and at least annually in greater detail. The lead operator and principal partner will be provided with the results of these monitorings and will respond, as needed, to corrective action.

In addition, it is recognized that the ValleyWorks Career Center lead operator and principal partner shall be evaluated by the Commonwealth's Quality Assurance Unit and other state and

federal agencies providing funding to ValleyWorks Career Center.

VIII. MVWIB ALLOCATION OF FUNDING PRINCIPLES SUPPORTING CAREER CENTERS:

The guiding principles for determining MVWIB funding allocations within the Merrimack Valley Workforce Investment Area integrated budget are:

1. Minimizing the budget impact on service to customers,
2. Providing the MVWIB with accurate information to establish policy, support continuous improvement, and carry out its legislative oversight mandates. Representatives from the MVWIB, DCS, DGA and DTD/ValleyWorks will work together to develop the region's annual integrated budget.

IX. REMEDIES, SANCTIONS AND APPEALS

A. The Goal of Mutual Cooperation

It is the intent of the parties that problems be avoided, openly discussed once identified, expeditiously corrected and resolved by mutual cooperation whenever feasible. The MVWIB and the ValleyWorks Career Center lead operator and principal partner are committed to the continuous quality improvement of services provided to employer and job seeker customers. Identifying and resolving performance problems, systemic coordination barriers and customer dissatisfaction is central to continuous quality improvement and all parties shall adopt, maintain and show evidence of a commitment to this approach.

B. Performance Review

The following types of review procedures will be conducted by the MVWIB staff and Planning Committee to evaluate progress toward organizational development and effectiveness and the delivery of ever-improving value to customers and marketplace success. Performance review procedures will include:

1. Review of written monthly reports submitted to the MVWIB staff and Planning Committee by the ValleyWorks lead operator in collaboration with the principal partner. The reports will cite performance at all center sites and review all program initiatives.
2. Quarterly statistical plan vs. actual performance reports on all funding sources/initiatives.
3. On-going "Voice of the Customer" review activities.
4. Review of quarterly reports on staff integration efforts.
5. Charter Renewal Activities. The MVWIB will provide the ValleyWorks Career Center lead operator, principal partner and the CEO with oral and written reports of findings from this annual and charter-end review process.

C. Performance Problems and Corrective Action Plans

The ValleyWorks Career Center lead operator and principal partner shall inform the MVWIB in

writing as soon as possible whenever it appears that a problem or event may occur or be occurring, that could undermine the successful implementation or operation of the ValleyWorks Career Centers or could lead to the lead operator's default under the terms in this charter or its funding sources.

If the Fiscal Agent or MVWIB has a problem or event occurring, or that may occur, which could potentially undermine the successful implementation or operation of a business component or practice of the ValleyWorks Career Center System, the MVWIB and/or Fiscal Agent shall inform in writing all affected system stakeholders including the lead operator and/or principal partner as soon as is practicable. In the event of an emergency, or other time sensitive developments/notifications, telephone, fax and/or email notifications are required. Such notifications are to be immediately followed up in writing with copies to all affected system stakeholders.

In those instances when performance and customer problems are identified and remain unresolved, the MVWIB will consult with the ValleyWorks Career Center lead operator. The ValleyWorks Career Center lead operator will develop a plan in collaboration with the principal partner and the MVWIB to resolve the problems. If the MVWIB believes that the plan to resolve the problems has not been implemented within thirty days, the MVWIB shall provide a written notice to the career center operator identifying the problem(s) and requesting resolution within thirty days. A copy of such notice will be also be provided to the CEO, the Department of Workforce Development and the Department of Career Services. If the ValleyWorks Career Center lead operator is not responsive to this request and the problem persists without resolution, the MVWIB may recommend that the charter be terminated.

D.Default

The term "default" as used in this charter shall mean not carrying out roles and responsibilities outlined above in Section IV. Roles and Responsibilities, for the lead operator and principal partner, DTD/ValleyWorks and DCS, within the time frame outlined above and within the constraints and resources provided by other parties in this charter and by state and federal sources.

Each of the following events, unless resolved within an applicable thirty-day grace period or resolved through the appeal process, shall constitute a default.

*Generally, a default by the ValleyWorks Career Center lead operator will occur when there is a breach or failure in the performance of any material terms, provisions, obligations, or conditions of this charter, and when such default, breach, or failure continues in effect, or remains uncorrected beyond any applicable notice or grace period provided for in this charter.

*Breach of Representation or Warranty. A default shall occur if any material representation or warranty made by the ValleyWorks Career Center lead operator herein or in the lead operator's Annual Plan or in any other instrument or document relating to the ValleyWorks Career Centers shall at any time be materially false.

In the event of a default which occurs as the result of fraud, there is no thirty-day grace period.

*Fraud. A default shall occur if the ValleyWorks Career Center lead operator is misusing career center funds, deliberately or knowingly charging customers for core

services, or otherwise defrauding the MVWIB or the grant recipient, the CEO or misusing State or Federal funds which are supporting the One-Stop Career Center as identified by the Commonwealth of Massachusetts or USDOL.

E. Grace Period

A grace period is the period of time following a default during which the charter remains in full force and effect, notwithstanding the default. During the grace period, the ValleyWorks Career Center lead operator has the opportunity to correct the default. There shall be a thirty-day (30) grace period following written notice to the ValleyWorks Career Center lead operator from the MVWIB. A copy of the notice will also be provided to the CEO and the Department of Career Services (DCS), and the Department of Workforce Development (DWD). If any such default remains uncorrected upon the expiration of the thirty (30) day grace period, the MVWIB shall be entitled to exercise any or all of its remedies as provided in this charter agreement.

F. Remedies and Termination

1. Termination of the Charter by the MVWIB

Upon the occurrence of default or any violation as identified under Section IX-D, and the expiration of any applicable grace period, the CEO/MVWIB shall be entitled, following a vote of concurrence from the MVWIB, to terminate this charter immediately by delivering written notice of termination to the ValleyWorks Career Center lead operator, Executive Director. Upon the delivery of such written notice, the charter shall terminate and the ValleyWorks Career Center lead operator shall have no further rights with respect to the implementation or operation of the ValleyWorks Career Centers. A copy of the notice of termination shall be provided to the CEO and the Commonwealth. At the discretion of the CEO/MVWIB, reasonable notice and close out provisions and costs may be negotiated depending on the termination circumstances.

In the case of fraud, the CEO/MVWIB may take immediate action to revoke the charter or seek other changes in performance and administration of career centers.

2. Action by the Commonwealth of Massachusetts

A copy of the termination notice shall be delivered to the DWD, DCS, the MVWIB staff and Planning/Executive Committee, and the Chief Elected Official, so that they may take such action, as they deem appropriate. Upon termination of the charter, the Commonwealth of Massachusetts contracts with the ValleyWorks Career Center lead operator will simultaneously terminate unless otherwise extended for a specified period to allow for negotiated close out activities.

3. Termination of the Charter upon Termination of the Commonwealth of Massachusetts Funding Contract

Regardless of whether a default has occurred, if the Commonwealth of Massachusetts funding contract is terminated by the DWD or DCS, this charter shall simultaneously terminate without any requirement of the delivery of written notice of termination by the CEO/MVWIB to the ValleyWorks Career Center lead operator. In the event of any such termination of the charter agreement, the ValleyWorks Career Center lead operator shall not have any further rights with respect to the implementation or operation of career centers.

G. Appeal Process

If the ValleyWorks Career Center lead operator is notified of the CEO/MVWIB's decision to terminate the charter, it shall have two weeks from the receipt of such notice to provide a written appeal to the MVWIB Executive Director, the MVWIB Planning/Executive Committee, and the Chief Elected Official.

Within two weeks of receipt of an appeal, CEO or CEO representatives, the Chair of the MVWIB Planning or Executive Committee will convene the Committee, the MVWIB Executive Director, representatives of the ValleyWorks Career Center lead operator, the principal partner and others as appropriate to consider renewal of the charter. The Mayor or Mayor's representatives and the MVWIB Planning or Executive Committee will gather information and debate the merits of arguments presented, which will then be presented to the CEO and the MVWIB. The CEO/MVWIB will make its decision concerning charter renewal within two weeks of its first meeting.

If the ValleyWorks Career Center lead operator is not satisfied with the decision of the CEO/MVWIB, another appeal may be made within two weeks in writing to the MVWIB and the Chief Elected Official. The MVWIB Chair and the Chief Elected Official shall convene an appeal hearing within two weeks, provide all parties with a description of the process to be followed, gather and consider such information as they consider to be relevant, and consider the merits of the appeal until consensus between the MVWIB and the Chief Elected Official is reached. In the event a consensus between the MVWIB and the CEO cannot be reached, the decision of the Chief Elected Official to renew or not to renew the charter shall be final.

X. SIGNATORIES

By signing below, each of the parties agree to the items outlined in the ValleyWorks Career Center Charter. This is a binding contract.

CHIEF ELECTED OFFICIAL

William Lantigua
Mayor, City of Lawrence

Date

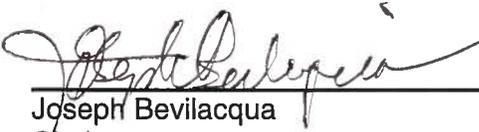
MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD



Rafael Abislaiman
Executive Director

7-1-13

Date

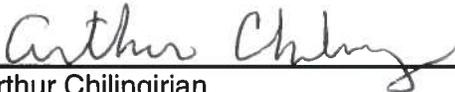


Joseph Bevilacqua
Chairman

7-1-13

Date

VALLEYWORKS, LEAD OPERATOR



Arthur Chilingirian
Executive Director, ValleyWorks Career Center

7/1/13

Date

**MASSACHUSETTS DEPARTMENT OF CAREER SERVICES
VALLEYWORKS, PRINCIPAL PARTNER**



Dawn Beatti
DCS Operations Manager

7/1/13

Date

ATTACHMENT A
COLLABORATIVE PARTNERS

Massachusetts Department of Elementary and Secondary Education

Operation ABLE

JOB CORPS

Massachusetts Department of Career Service

Massachusetts Department of Unemployment Assistance

City of Lawrence Department of Training and Development

Commonwealth Corporation

Massachusetts Commission for the Blind

Massachusetts Rehabilitation Commission

Northern Essex Community College, (Carl D. Perkins Vocational & Technical Education Act)

ATTACHMENT B

MERRIMACK VALLEY WORKFORCE INVESTMENT BOARD

FY 2014 WIA PERFORMANCE GOALS

CONTACT PERSON / EMAIL:	Rabislaiman@mvwib.org - Bzeimetz@mvwib.org		
WORKFORCE AREA:	Merrimack Valley		
PERFORMANCE MEASURE	STATE	LOCAL AREA	
	FY 2014 STATE GOAL	ENTER FY 2013 LOCAL GOAL	FY 2014 PROPOSED LOCAL GOAL*
WIA ADULT MEASURES			
Entered Employment Rate	83%	70%	71%
Employment Retention Rate	90%	80%	80%
Six Month Average Earnings	\$12,700	\$10,000	\$11,000
WIA DISLOCATED WORKER MEASURES			
Entered Employment Rate	85%	83%	83%
Employment Retention Rate	95%	85%	85%
Six Month Average Earnings	\$21,000	\$18,000	\$19,000
WIA YOUTH MEASURES			
Placement in Employment/Education	81%	75%	78%
Attainment of Degree/Certificate	72%	65%	66%
Literacy/Numeracy Gain**	45%	26%	30%

Any proposed goal level below the State goal level must be accompanied by a justification

**The minimum acceptable goal level for Literacy/Numeracy Gain for FY 2014 is 30%.

ATTACHMENT C

NOTIFICATION of LOCAL SYSTEM CHANGES

FISCAL YEAR 2014 CHANGES

Please describe any programmatic, infrastructure or organizational changes planned for FY2014, including those that will result from any budget reduction/augmentation.

Please complete this form and submit as part of your FY2014 Local Annual Plan package.

Local Area: Lower Merrimack Valley

Are changes planned for FY2014: **YES** **NO**

If significant service design or other changes from FY2013 are planned for FY2014, describe below each change to the local workforce development model. For each planned change, the description should include both:

- a. a discussion of the basis for the planned changes and
- b. a discussion of the projected outcome(s) and benefit(s) to be realized as result of the planned change.

1. Staff integration

In the FY 13 Plan WIBs and Career Centers were asked to work together to develop a Customer Service model which would better integrate the roles and responsibilities of DCS State funded and locally funded ValleyWorks Career Center staff. The focus of the integration plan was to better triage customers coming in the door to ensure that customers were receiving those services that they most needed to gain employment in the most efficient manner, that customers eligible for targeted services were identified quickly and to respond to the challenges of declining resources both in finances and in staff.

Local DCS, WIB and VWCC senior staff met on an ongoing basis over several months to discuss these challenges. Further meetings included discussion with DCS/Executive Office Staff, the Labor Unions representing both State and Local union employees and VWCC State and local staff. A number of staff training days are in progress to cross train staff in the various requirements and processes associated with the different funding and programs available to customers.

The attached ValleyWorks Career Center Integrated Customer Flow Chart graphically delineates the various pathways available for customers depending on their needs and specific circumstances. Our model begins at the Career Center Seminar (CCS) which provides ALL customers with a mandatory orientation to Career Center services available for job seekers. The CCS includes the completion of an Individual Needs Assessment (INA). Every customer will complete this worksheet at the CCS. All customers will also receive information on available community resources and services. The CCS will also help identify specialized target groups i.e, Veterans, Trade eligible customers, REA and profiled customers and direct them to the next set of services specific to them. All pathways will assist in identifying customers who may be eligible for other available programs and/or reemployment benefits.

We expect that barring other significant changes in funding or workforce policy that the new model will be in place by the end of the first quarter of FY14.

2. UI online changes and impact.

On July 1, 2013 UI Online will be launched for all jobseekers and employers. UI Online will change the role of walk in staff. Walk-in-staff will no longer work one on one with claimants assisting them to file their claims or provide services for customers with existing claims. In their new role walk in staff will act as Navigators to assist claimants in navigating the online system to process their own claims and/or check on the status of their current claim. Walk-in-staff will also be included in the integration plan for VWC and will be generalists for all points of services offered through VWCC.

The WIB has serious concerns about the impact on our customers many of whom are linguistic minorities who have come to rely on assistance from staff when they have questions or concerns about completing initial applications or issues with their ongoing claims. We appreciate the fact that staff resources have been provided to our region to support the transition and mitigate the impact that this change will cause hopefully in the short term.

3. Impact of funding cuts:

The decline in WIA funding particularly in the Youth and Dislocated Worker programs, the first quarter funding cuts caused by the sequestration and the delay and elimination of funding for previously State and other funding sources has caused and will likely continue to cause significant changes in a number of areas in our region. The three outlined below are those that have been identified and are being acted upon based on our current financial analysis.

a. Change in Haverhill location/Possible Lawrence relocation

Our ValleyWorks Career Center satellite in downtown Haverhill was closed as of June 30, 2013. The costs of continued operation of that Center in that location were prohibitive. The VWCC and WIB met several times with City Officials in an effort to identify a more affordable location in the downtown area to no avail. Subsequently Northern Essex Community College offered to make space available for a minimal operation to launch UI Online in the City during the summer,

with the potential of a larger space becoming available later in the fall which would allow for a return to a fully operational VWCC satellite. Those issues are still under discussion at this time, pending further financial analysis and negotiation, and the exploration of any other options that may be available to reduce costs and maintain a presence in the eastern half of our workforce region.

One potential mitigating factor related to the above is the fact that the current lease on our major VWCC operation in Lawrence will also end in December of 2013. We have already notified the landlord of our need to at a minimum RFP for space and possibly to relocate that operation as well. It is possible that an RFP would be issued for both locations. All of these questions will need to be resolved before the end of the calendar year.

b. Staff furloughs 1 day each month for all but Director positions

In an attempt to avoid some staff reductions we have worked with the local labor Union and staff and will institute 12 unpaid furlough days for Management and union and non-union WIB and VWCC staff over the next 12 months beginning in July 2013.

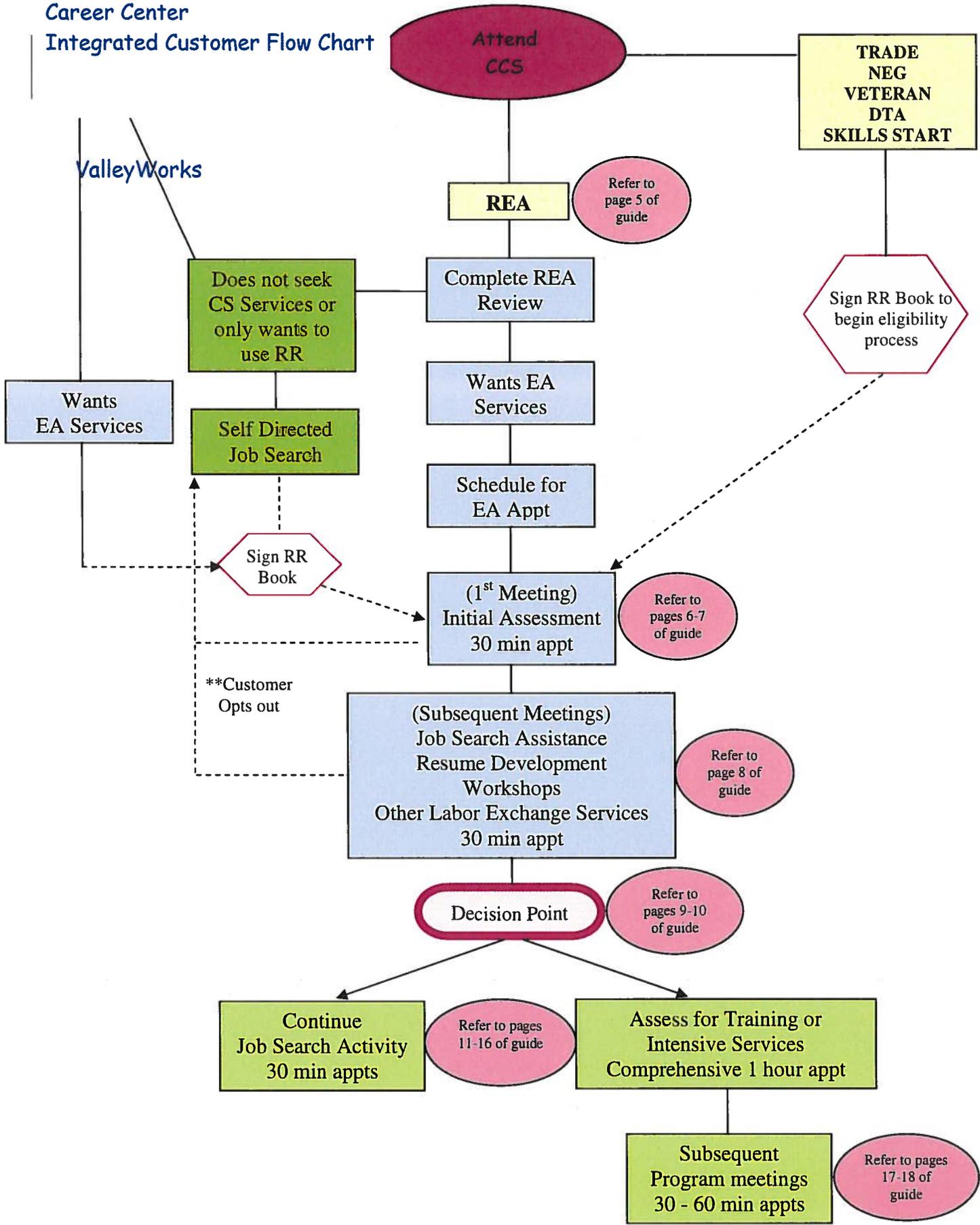
c. Possible staff reductions

Thus far during the past seven months we have eliminated or not re-filled 10 positions, four Management and six line staff. We are anticipating at least two retirements in the next four months. Currently we have 11 positions that will be eliminated by December 31, 2013 without additional funding or other unanticipated staff reductions. In the past several months we have applied for a number of projects and supported several collaborative efforts both regionally and with the state that we hope will provide some staff support resources.

d. Possible change in financial relationship with City of Lawrence

The MVWIB has been in discussion with the City of Lawrence about a change in the fiscal relationship that would utilize the MVWIB 501 © 3 corporation for all funding other than WIA that supports workforce development activities in the region modeled on the agreements in use by several other WIBs throughout Massachusetts. The WIB Certification process due in late December will focus on articulating these changes and agreements.

Career Center
Integrated Customer Flow Chart



**ATTACHMENT D
GRANTS INCLUDED IN ANALYSIS OF VWCC PERFORMANCE***

- 1. WIA TITLE ONE ADULT PROGRAM**
- 2. WIA TITLE ONE DISLOCATED WORKER PROGRAM**
- 3. WIA TITLE ONE YOUTH PROGRAM**
- 4. WAGNER PEYSER LABOR EXCHANGE PROGRAM**
- 5. VETERANS PROGRAM**
- 6. NATIONAL EMERGENCY GRANT PROGRAMS**
- 7. TRADE ENROLLMENTS AND OUTCOMES**
- 8. REA PROGRAM**
- 9. EUC PROGRAM**
- 10. BOG PROGRAM**
- 11. EPA PROGRAM**
- 12. YOUTHWORKS PROGRAMS**
- 13. PATHWAYS PROGRAM**
- 14. CONNECTING ACTIVITIES**
- 15. DTA CIES**
- 16. WORKFORCE COMPETITIVE TRUST FUND MANUFACTURING PROGRAM**

***Other grants may be added to this list during the fiscal year as appropriate**

ATTACHMENT E

VALLEY WORKS CAREER CENTER INTEGRATION IMPLEMENTATION PLAN

Staff Implementation Schedule*

- 1) **May 17, 2013** Met with all VWCC staff, staff from DCS Hurley Building and staff from the MVWIB to discuss the new process and the what, why, when and flow of integration.
- 2) Held 3 full days of staff training to educate staff regarding the different functions/tasks as well as the different points of service that need to be staffed throughout the integration process. These days were **May 31st, June 7th and June 21st, 2013**. In addition, we held specific training for staff that includes WIA, TRADE and TABE testing. There are a few staff that is still in need of TABE training which will be completed in December. The majority of staff has completed all the training that was provided. Those who did not and are need of additional training will receive it in smaller groups also by the end of November.
- 3) **September-October 2013** Selected 4 Employment Advisors and 2 Veterans Representatives to begin piloting the integration process. The Employment Advisors have job shadowed each other to learn the functions/duties necessary to provide comprehensive services to all customers as well as shadow points of service where they will be assigned. The Veterans Representatives did not shadow staff because their supervisor feels they have been working with WIA customers and are ready to begin the process and have worked the necessary points of service.
- 4) **October 21- October 25, 2013** The Employment Advisors and the Veteran Representatives will each be assigned WIA current case files for case management. The former CSA's will handle the TRADE customers until all Employment Advisors have completed TRADE training. The Veteran Representatives will be given all WIA current case files for case management with the exception of TRADE customers and NEG customers. The Veteran Representatives will be backups for Veteran NEG customers.
- 5) **October 28, 2013** The Employment Advisors and the Veteran Representatives will begin to meet with new customers that they are assigned.
- 6) **October, 2013** the Workshop team has added additional resume workshops to assist those without resumes as well as work with customers whose resumes need to be updated and refined. Workshops are currently available. If we need additional workshops they will be added. The management team will monitor the flow of customers who need resumes to ensure we have the capacity to provide customer resumes in a timely manner.

- 7) **November, 2013** Training will begin for 3 more Employment Advisors. The 3 Employment Advisors will job shadow integrated staff as well as shadow the points of service where they will be assigned. Dawn and Lisa will work together to provide me a schedule by the end of October of their training needs. The 3 Employment Advisors will be integrated by the end of November and will be assigned new cases from the customers using the Resource Room.
- 8) **January, 2014** Training will begin for the 4 UI staff. The 4 Employment Advisors will job shadow integrated staff as well as shadow the points of service where they will be assigned. Dawn and Lisa will work together to provide me a schedule by the end of December of their training needs. The 4 Employment Advisors will be integrated by the end of January and will be assigned new cases from the customers using the Resource Room.
- 9) **January/February, 2014** I have contacted Tom Cartier (DCS) do provide MOSES TRADE training for staff. He is looking at available dates/times. Once the training is complete all staff will be able to provide TRADE services to customers. Tom contacted me this morning and informed me that a new MOSES TRADE specific build will occur in December or January. There will be training in January or February to discuss the new TRADE regulations and entry into MOSES. All Employment Advisors will attend this training.
- 10) By the end of **January, 2014** there will be 11 Employment Advisors and 2 Veteran Representatives fully integrated. Changes will be made to the integration process if new staff are hired and in need of training.

*Full Staff integration as outlined in the FY 14 Annual Plan Narrative was originally planned for the end of the first quarter of FY 14. The impact of a number of unanticipated events including sequestration in terms of available funding and staffing changes, and the issues related to the service demands of UI customers because of the transition difficulties to UI on line has moved that time line as indicated by the Implementation Plan above to the beginning of the third quarter of FY14 in January.