# BERKSHIRE WORKFORCE DEVELOPMENT AREA BERKSHIRE REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Berkshire Regional Employment Board, Inc.
Heather Boulger, Executive Director

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WIOA LOCAL PLAN OVERVIEW

#### The Massachusetts Local Plan represents the unified efforts of several state and local partners to administer an effective and efficient workforce system for the Commonwealth. SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT **DATA PACKAGES DEMOGRAPHIC CONTEXT EMPLOYER DEMAND SUMMARY** CAREER PATHWAYS INVESTIGATING THE EMPLOYMENT SUPPLY GAP ADULT BASIC EDUCATION SURVEY RESULTS ANALYSIS SECTION II: SECTION II: WORKFORCE BOARD STRATEGIC PLAN 55 SECTION III: MEMORANDUM OF UNDERSTANDING 68 METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTEMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 80 CAREER CENTER PARTICIPANTS AND OUTCOME SUMMARIES PROFILE OF CAREER CENTER CUSTOMERS WIOA TITLE I ADULT PARTICIPANTS SUMMARY WIOA TITLE I DISLOCATED WORKERS PARTICIPANTS SUMMARY WIOA TITLE I YOUTH WORKERS PARTICIPANTS SUMMARY TRADE ADJUSTMENT ASSISTANCE PARTICIPANTS WIOA PRIMARY INDICATORS OF PERFORMANCE

#### WIOA LOCAL PLAN OVERVIEW

#### **FISCAL YEARS 2018-2021**

Massachusetts' WIOA 4-Year Local Plan, as required at WIOA section 108, is the culmination of a deliberate strategy to align all of the WIOA required activities in a coherent manner that averts duplication. The MA WIOA Local Plan builds upward and outward from the documents listed in the Table of Contents, which coalesce into the first year of the Massachusetts 4-year local plan.

For FY18, the Commonwealth has focused on Local Memoranda of Understanding (MOU) that articulate integrated service strategies for priority WIOA populations and Regional Data Packages, comprised of critical data and analysis illustrating employer demand and worker supply in each of the seven new planning regions. In addition, the Local Plan includes the local Strategic Plan for the Workforce Board that describes local career pathway models, and current local data and information addressing the needs of the local Adult Basic Education population as well as performance indicators and participant summaries to support customer service planning.

#### SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

#### **DATA PACKAGE**

#### **DEMOGRAPHIC CONTEXT**

*Population growth*: Projections through 2035 show the share of older residents in Massachusetts increasing, with working age population declining.

*Trends in race, ethnicity, and national origin*: Population growth is driven by immigration, and by the growth of non-white racial groups.

Regional commuter patterns: Illustrates percentage of residents employed in region but living outside it, residents living and employed in the region, and the percentage of residents living in region but employed outside it.

#### **EMPLOYER DEMAND SUMMARY**

General employment patterns: Comparison of state and regional unemployment rates between 2005 and January 2017, along with a comparison of median state wages and median regional wages.

*Industry data*: A comprehensive view of regional sector makeup, organized according to total wages and total employment. Prominent industry groups are highlighted and arranged according to average weekly wages. The largest fifteen employers of each top industry in the region are identified and ranked.

*Occupational data*: Jobs and professions defined by SOC codes are indexed according to share of employment, employer demand, and Demand Star Ranking.

#### CAREER PATHWAYS

Projected employment through 2024 and median annual earnings for key career pathways important to the region.

#### INVESTIGATING THE EMPLOYMENT SUPPLY GAP

Supply gap ratio: A proxy measure for understanding which occupations present labor supply deficiencies that are outstripped by employer demand. It shows which occupations have more job openings than qualified workers to fill those same job openings.

Labor supply/employer demand = supply gap ratio

#### ADULT BASIC EDUCATION SURVEY

#### SURVEY RESULTS ANALYSIS

The Massachusetts Department of Education's Adult and Community Learning Services (ACLS) Request for Proposal for Adult and Community Learning Service grants will provide adult education direct services in each of the 16 workforce development areas. The grants will support the development of innovative adult education programs to effectively serve shared customers. This section provides comprehensive information that will assist bidders in aligning Adult Education activities and services with the workforce system.



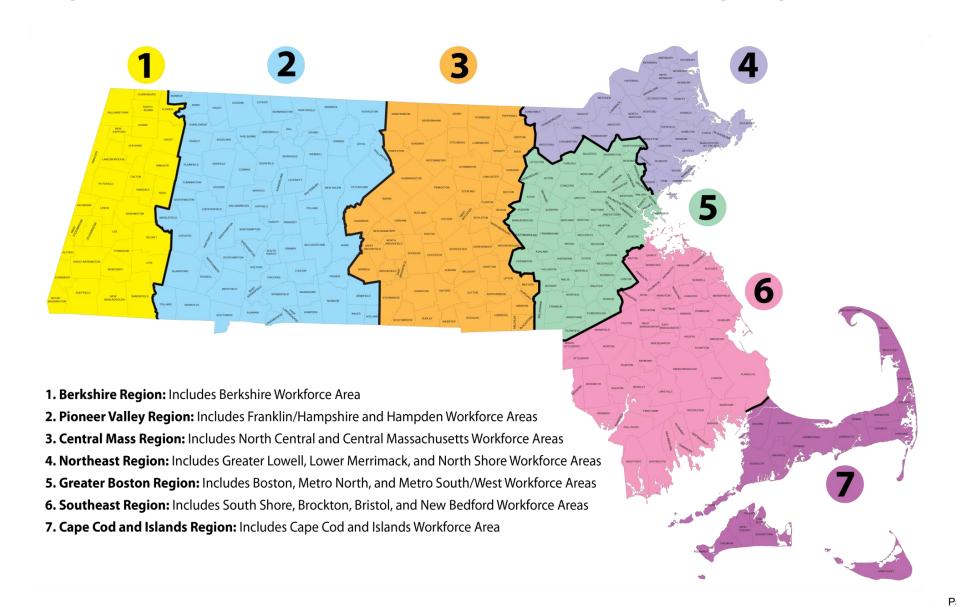


#### **Table of Contents**

This report contains critical data and analysis illustrating employer demand and worker supply in your region. Use this document to inform the strategies described in your RFP.

- I. Regional Map
- II. Demographic Context and Overview
- III. Employer Demand Data
- IV. Supply Gap Data

#### **Regional Structure – Workforce Skills Cabinet Planning Regions**



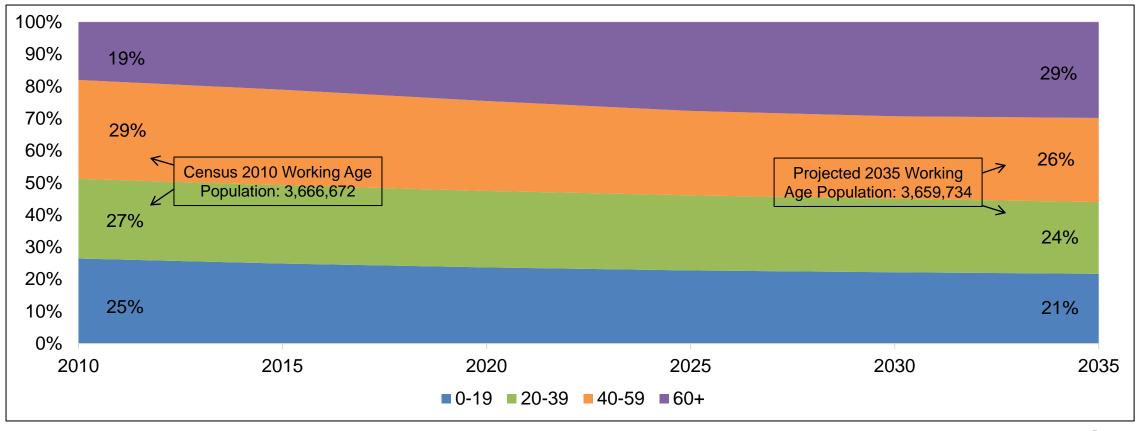
### II. Demographic Context and Overview

- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary

#### Projected State Population Growth by Age, 2010-2035

The share of older residents is increasing, while the share and number of the working age population is declining.





#### State Trends, Race/Ethnicity and Place of Origin

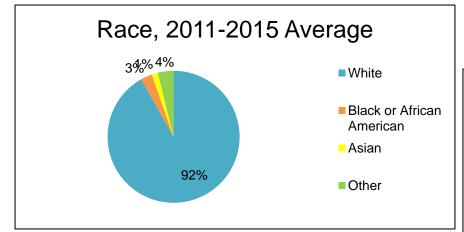
Massachusetts population growth is driven by immigration and growth in diverse populations.

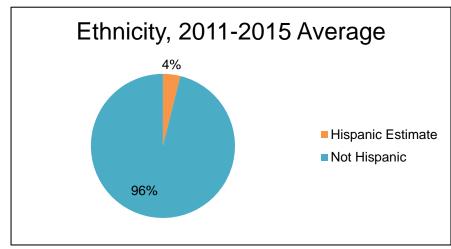
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%	2.1%
Race/Ethnicity						
White, non-Hispanic	5,026,398	4,817,401	75%	-208,997	-4.2%	-0.3%
Black, non-Hispanic	300,758	407,723	6%	106,965	35.6%	2.4%
Asian, non-Hispanic	224,242	375,130	6%	150,888	67.3%	4.0%
Hispanic	412,496	678,193	11%	265,697	64.4%	3.9%
Other race, non-Hispanic	167,858	168,848	3%	990	0.6%	0.0%
*Civilian non-institutional population						

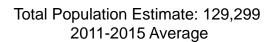
<sup>\*\*</sup>Foreign born is defined here as those born outside of the 50 states and the District of Columbia, who was not born to American parents abroad, and people born in Puerto Rico and other U.S. territories.

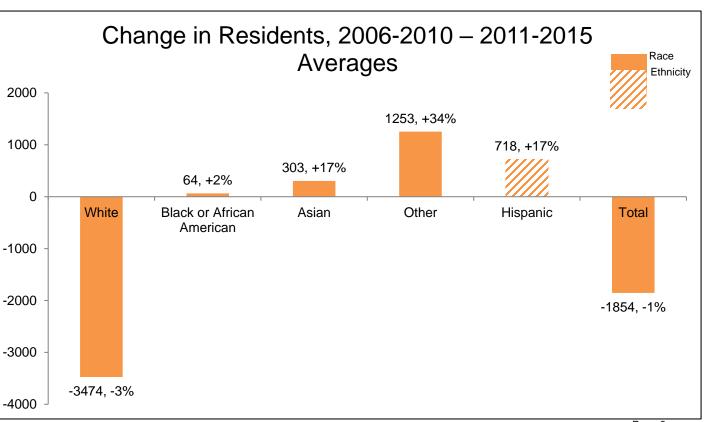
#### Regional Trends, Race/Ethnicity

Although total population in Berkshire County has decreased slightly over the past ten years, increases in minority populations almost balance out decrease in the white population.



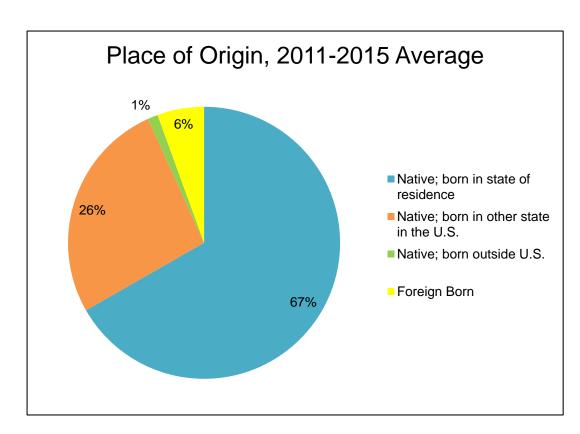


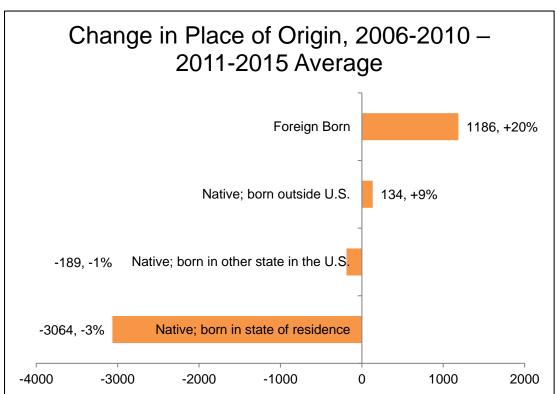




#### Regional Trends, Place of Origin

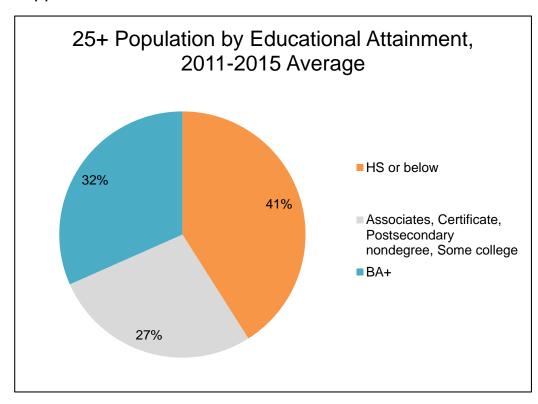
Although the native, born in-state population has declined, the foreign-born population has increased.

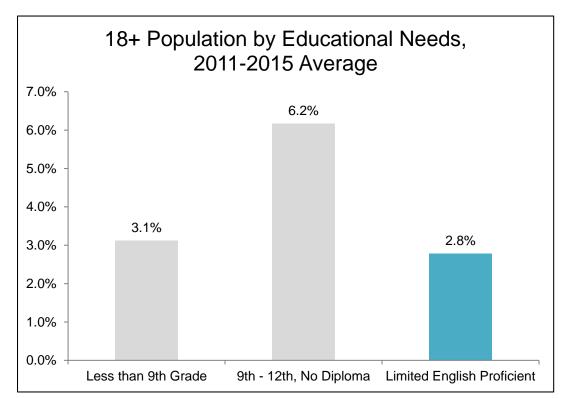




#### Regional Trends, Education

Although much of the Berkshire Region is highly educated, a notable portion of residents require basic education or English language supports.





Total Population Estimate, 25+: 105,651

Total Population Estimate, 18+: 93,114

#### Regional Commuter Patterns

Berkshire County's employers lose approximately 2,000 workers to outside the region.

14,619 Employed in Region but Living Outside

42,783
Living and Employed in Berkshire

16,687 Living in Region but Employed Outside

#### Summary of Demographic Trends

- As our State's population ages, the share of working-age and young people is declining.
- Although Berkshire's total population has declined slightly over the past decade, the number of minority and foreignborn residents has increased.
- Berkshire County's employers lose approximately 2,000 workers to outside the region.

### III. Employer Demand Data

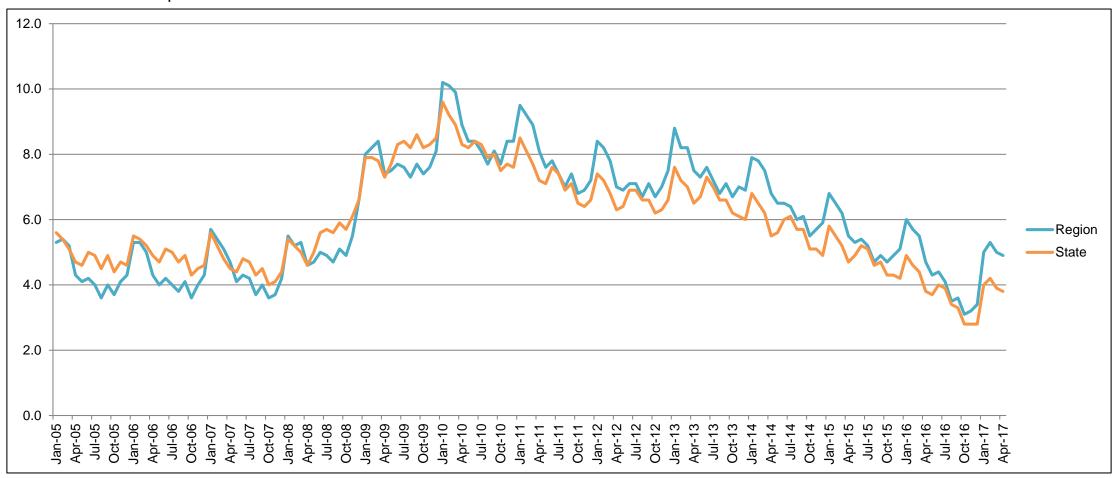
- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

### **Employer Demand Data**

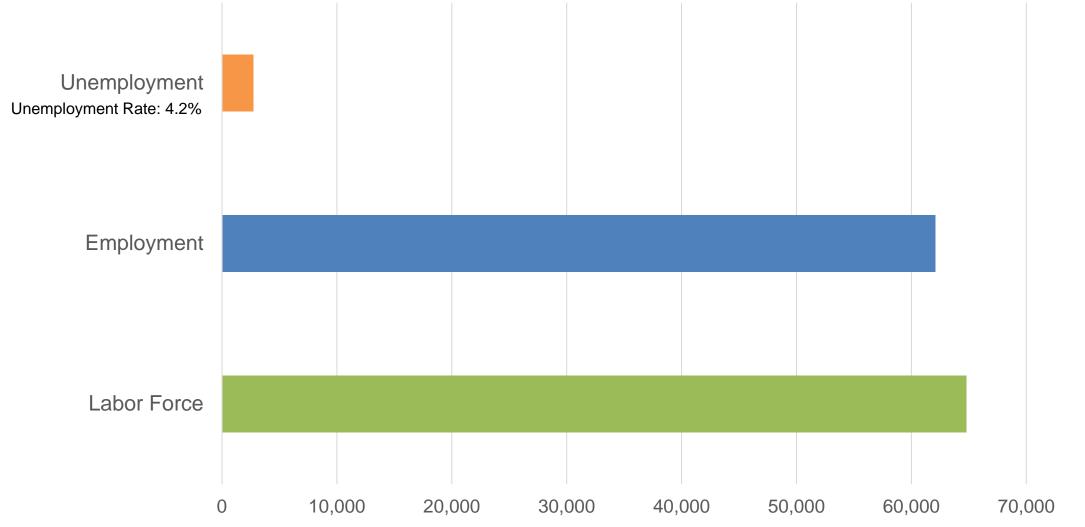
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.
- This data is organized across several different criteria, and should guide your consensus and decision-making process.
- Consider how to layer in criteria to view and set priorities regionally.

#### State and Regional Unemployment Rate

Berkshire County's unemployment rates trend about a .5 percentage point above those of the State, although prior to the recession, Berkshire often outperformed the State.

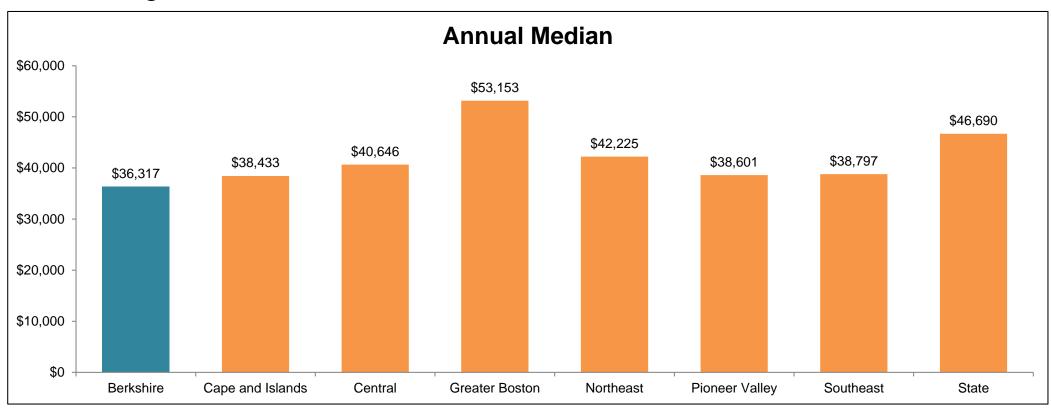


## Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



## Median Wage

The Berkshire Region's median wage is approximately \$10,000 lower than the State's median wage.



Occupational Employment Statistics Wages, 2015

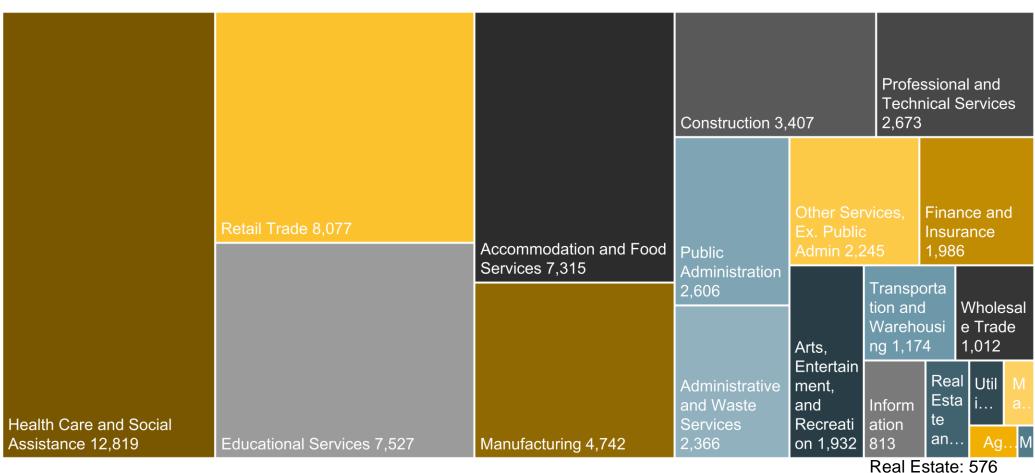
#### B. Industry Overview

## **Industry Terminology**

Industry Sector	Sectors that represent general categories of economic activities, 2 digit NAICS
Industry Group	More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS
Total Employment	Total number of workers

### Berkshire Region Sector Makeup

by total employment



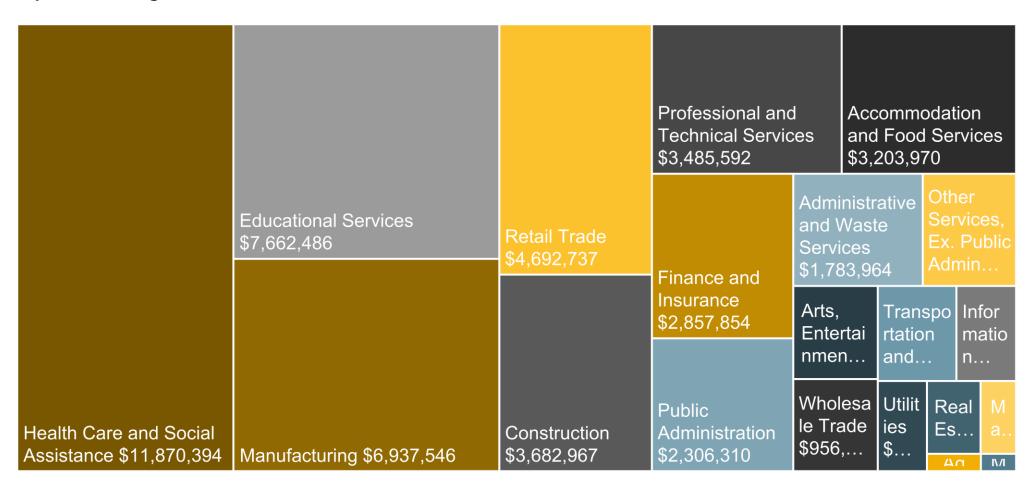
DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016 Utilities: 303

Management: 267 Agriculture: 213

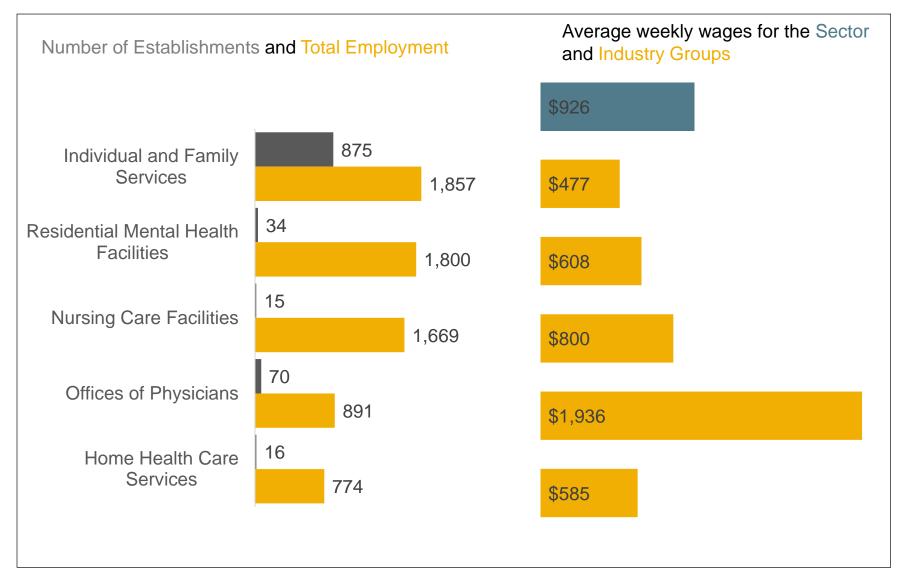
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### Berkshire Region Sector Makeup

by total wages

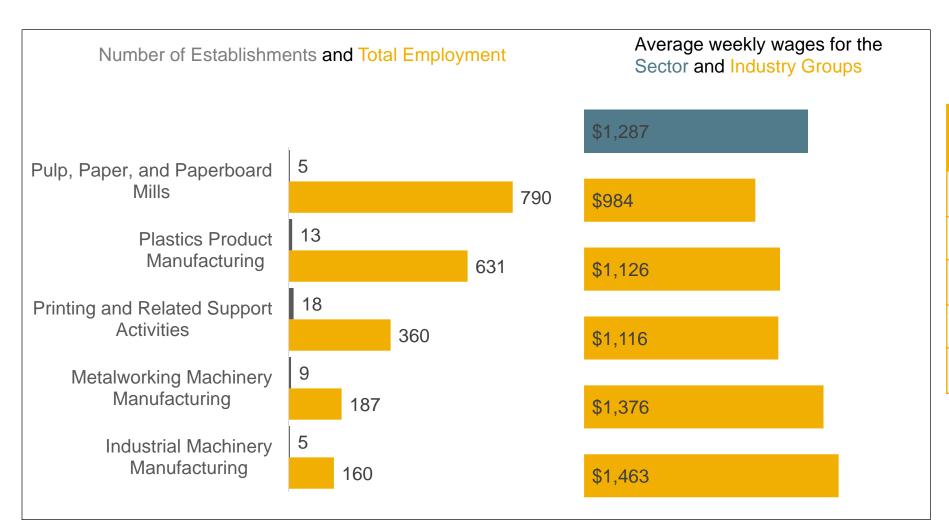


## Healthcare Industry Groups



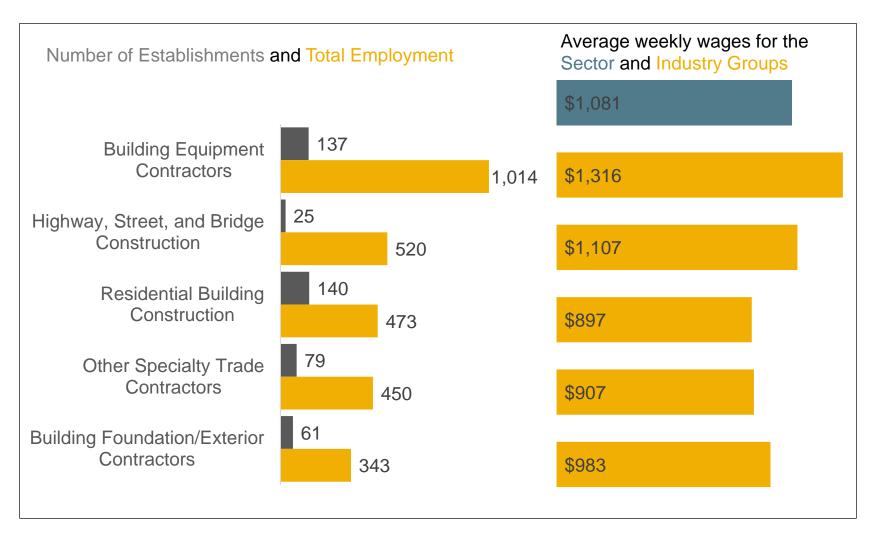
Largest Employers by 12- month Job Postings		
Employer	Postings	
The Brien Center	77	
Berkshire Healthcare	51	
Berkshire Health Systems	48	
Berkshire Children & Families	46	
Amedisys Inc.	22	

## Manufacturing Industry Groups



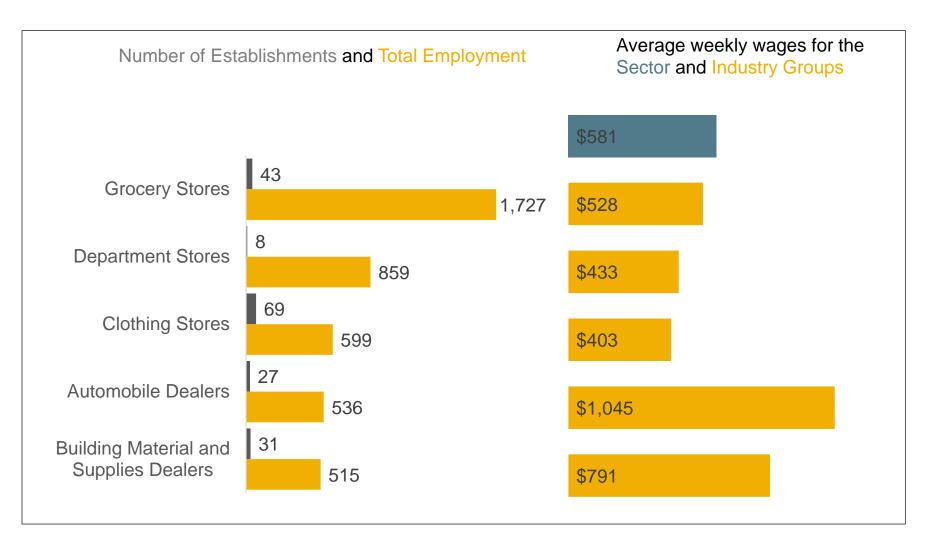
Largest Employers by 12- month Job Postings	
Employer	Postings
General Dynamics	462
Unistress Corporation	17
SABIC	15
Crane Currency (Alpharetta, GA)	14

## Construction Industry Groups



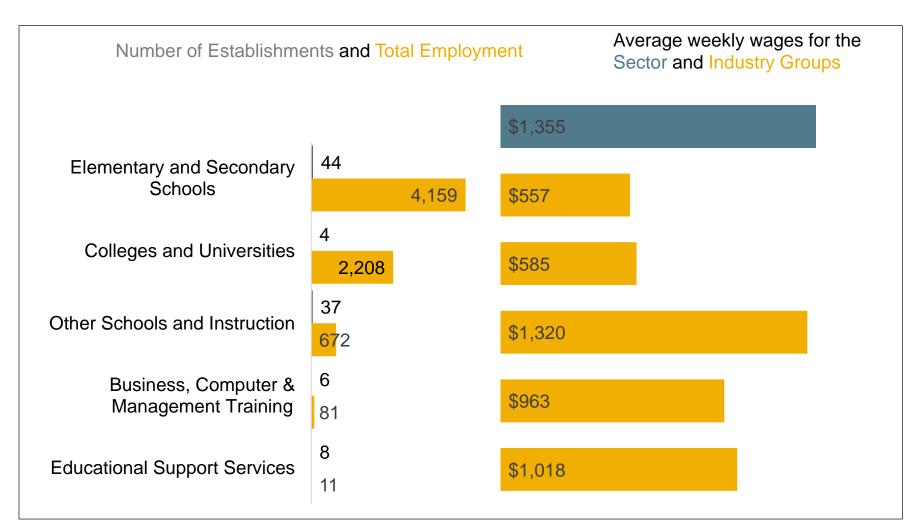
Largest Employers by 12- month Job Postings		
Employer	Postings	
Petricca Industries, Inc. / Unistress Corp	24	
Climate Heating & Cooling	12	
Kapiloff's Glass Inc.	8	
Dodge Construction	7	
Lee Audio 'N Security	5	

## Retail Industry Groups



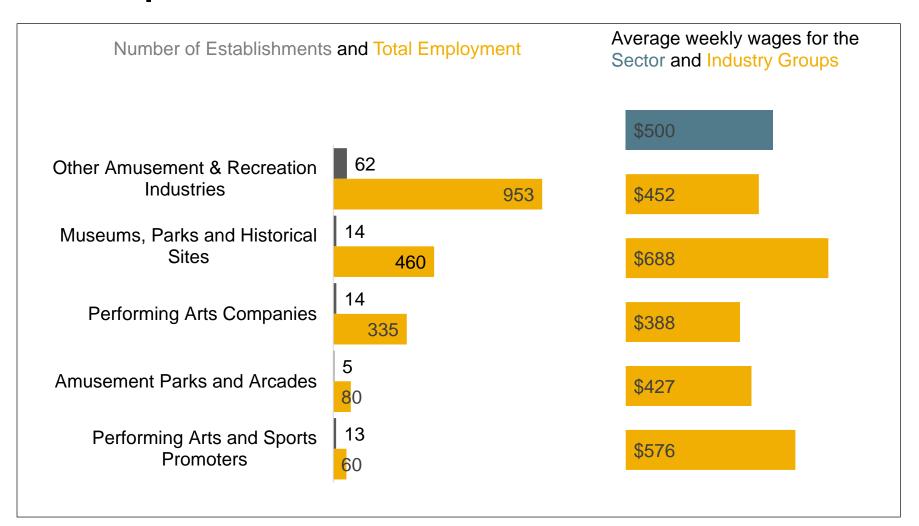
Largest Employers by 12- month Job Postings		
Employer	Postings	
Target Corporation	55	
Staples	44	
General Nutrition Corporation	28	
IKEA	26	
BJ's Wholesale Club, Inc	26	

## Education Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Williams College	66	
Empire Education Corporation	41	
Berkshire Community College	38	
Miss Hall's School	27	
Williamstown Elementary School	26	

## Arts, Entertainment and Recreation Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Commonwealth of Massachusetts	34	
MASS MOCA	32	
Sterling and Francine Clark Art Institute	13	
Jacob's Pillow Dance Festival	5	
Clark Art Institute	5	

#### B. Industry Overview

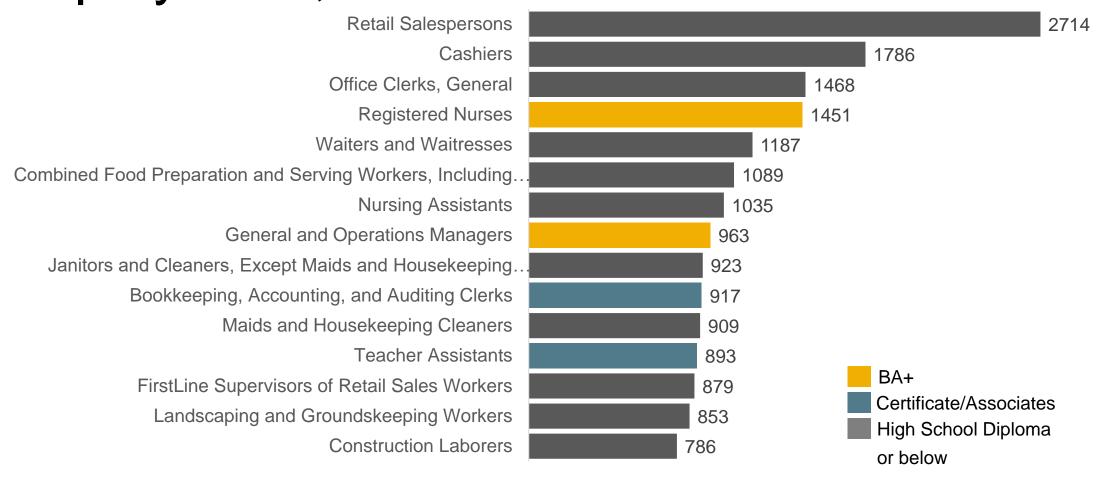
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Industry Group	More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS
Total Employment	Total number of workers

## Occupation Terminology

Employment Share	Number of employees currently working in a specific industry or sector across all employers
Occupation	A job or profession, not specific to an industry, defined by SOC code

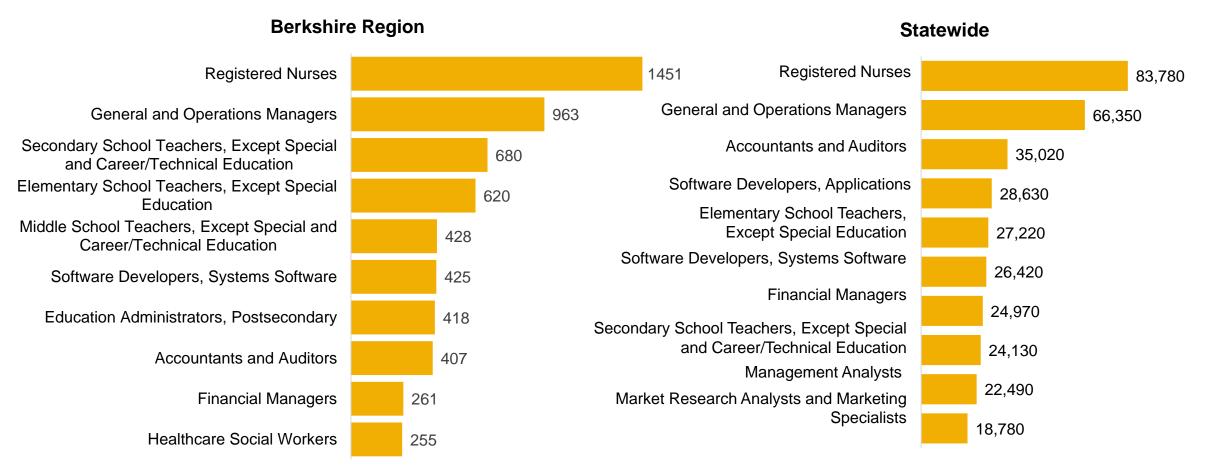
## Top 15 Occupations by Share of Employment, 2015



## Top 10 Occupations by Employment Share, 2015 Sub-BA



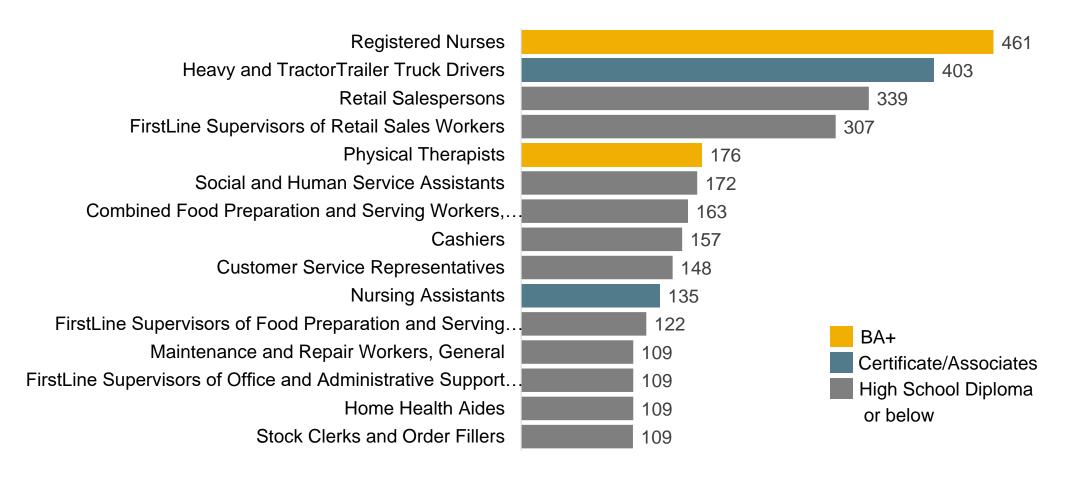
## Top 10 Occupation by Employment Share, 2015, BA+



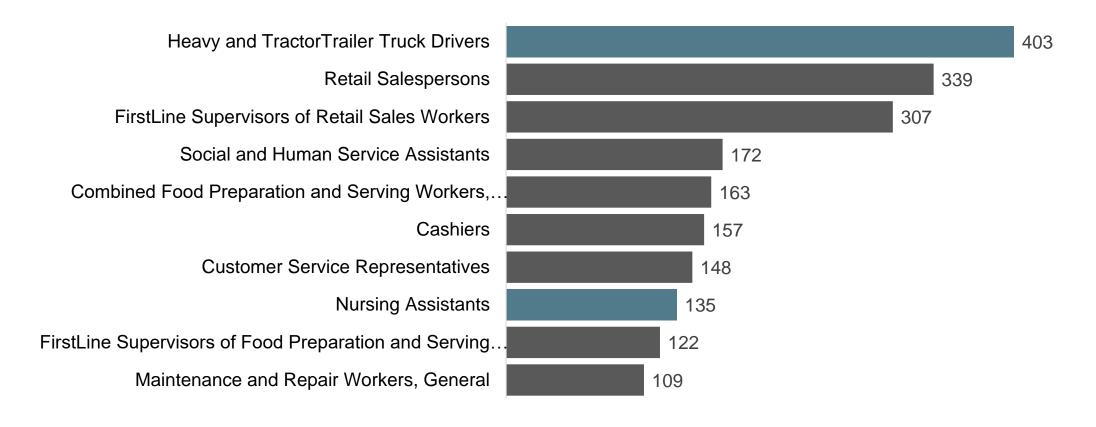
## **Employer Demand Terminology**

Employment Projections	Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers
Weighted Employer Demand	Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged  Note: there are many different ways to measure "employer demand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.

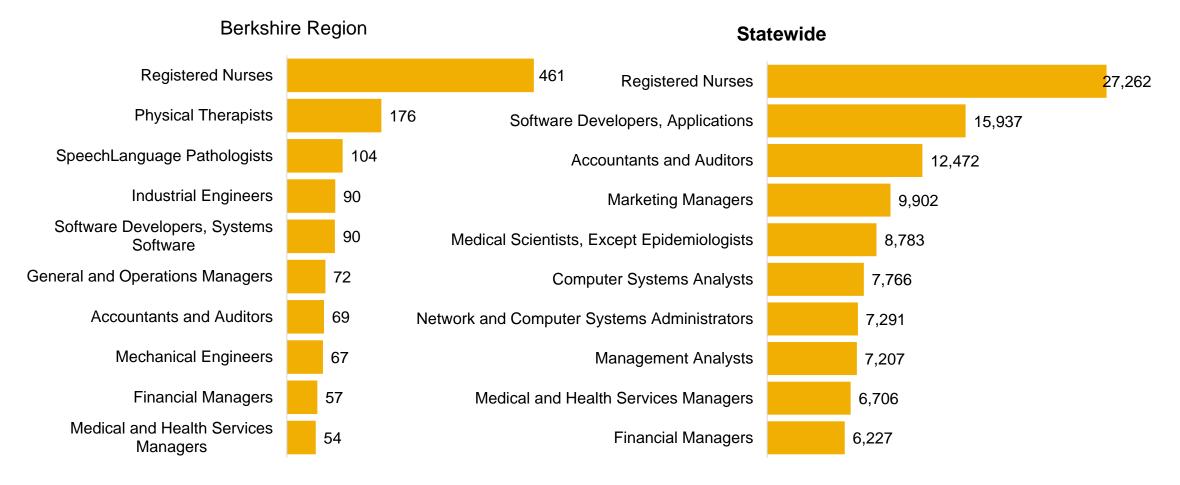
## Top 15 Occupations by Indexed Employer Demand, All Education Levels



# Top 15 Occupations by Indexed Employer Demand, Sub-BA



# Top 15 Occupations Requiring a BA or above by Indexed Employer Demand



# Terminology

#### Demand Star Ranking

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

# Selected 4- and 5- Star Occupations Requiring a High School Diploma

Occupation Title	STARS	Associated Industry	Annual Median Wages
Food Service Managers	4	Accommodation and Food Services	\$49,961
Property, Real Estate, and Community Association Managers	4	Real Estate and Rental and Leasing	\$58,744
Claims Adjusters, Examiners, and Investigators	4	Finance and Insurance	\$68,750
Social and Human Service Assistants	4	Health Care and Social Assistance	\$35,790
Chefs and Head Cooks	4	Accommodation and Food Services	\$46,650
Fitness Trainers and Aerobics Instructors	4	Arts, Entertainment, and Recreation	\$65,454
FirstLine Supervisors of Retail Sales Workers	4	Retail Trade	\$40,167
Insurance Sales Agents	4	Finance and Insurance	\$62,910
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	Wholesale Trade	\$58,112
FirstLine Supervisors of Office and Administrative Support Workers	4	Wholesale Trade	\$47,458
Medical Secretaries	4	Health Care and Social Assistance	\$39,546
FirstLine Supervisors of Construction Trades and Extraction Workers	4	Construction	\$66,177
Carpenters	4	Construction	\$43,459
Construction Laborers	4	Construction	\$37,221
Electricians	4	Construction	\$58,928

# Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

Occupation Title	STARS	Associated Industry	Annual Median Wages
Computer User Support Specialists	4	Professional and Technical Services	\$47,284
Electrical and Electronics Engineering Technicians	4	Professional and Technical Services	\$65,260
Dental Hygienists	4	Health Care and Social Assistance	\$72,543
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	\$46,831
Occupational Therapy Assistants	4	Health Care and Social Assistance	\$55,830
Physical Therapist Assistants	4	Health Care and Social Assistance	\$57,820
Massage Therapists	4	Health Care and Social Assistance	\$69,718
Dental Assistants	4	Health Care and Social Assistance	\$38,351
Medical Assistants	4	Health Care and Social Assistance	\$33,282
Automotive Service Technicians and Mechanics	4	Retail Trade	\$40,469
Heavy and TractorTrailer Truck Drivers	4	Transportation and Warehousing	\$42,794

# Selected 5-Star Occupations Requiring a BA+

Occupation Title	STARS	Associated Industry	Annual Median Wages
General and Operations Managers	5	Professional and Technical Services	\$74,173
Administrative Services Managers	4	Professional and Technical Services	\$76,659
Computer and Information Systems Managers	5	Professional and Technical Services	\$117,366
Financial Managers	5	Finance and Insurance	\$84,028
Education Administrators, Elementary and Secondary School	4	Health Care and Social Assistance	\$88,137
Education Administrators, Postsecondary	5	Educational Services	\$88,301
Medical and Health Services Managers	5	Health Care and Social Assistance	\$93,865
Social and Community Service Managers	4	Health Care and Social Assistance	\$57,427
Human Resources Specialists	4	Professional and Technical Services	\$52,485
Management Analysts	5	Professional and Technical Services	\$90,380
Market Research Analysts and Marketing Specialists	4	Professional and Technical Services	\$51,338

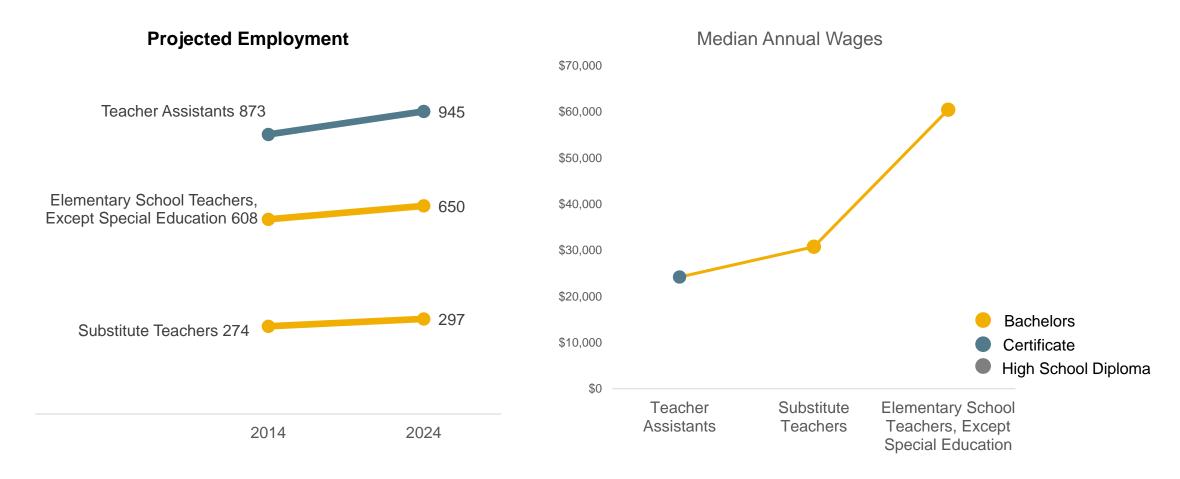
# Terminology

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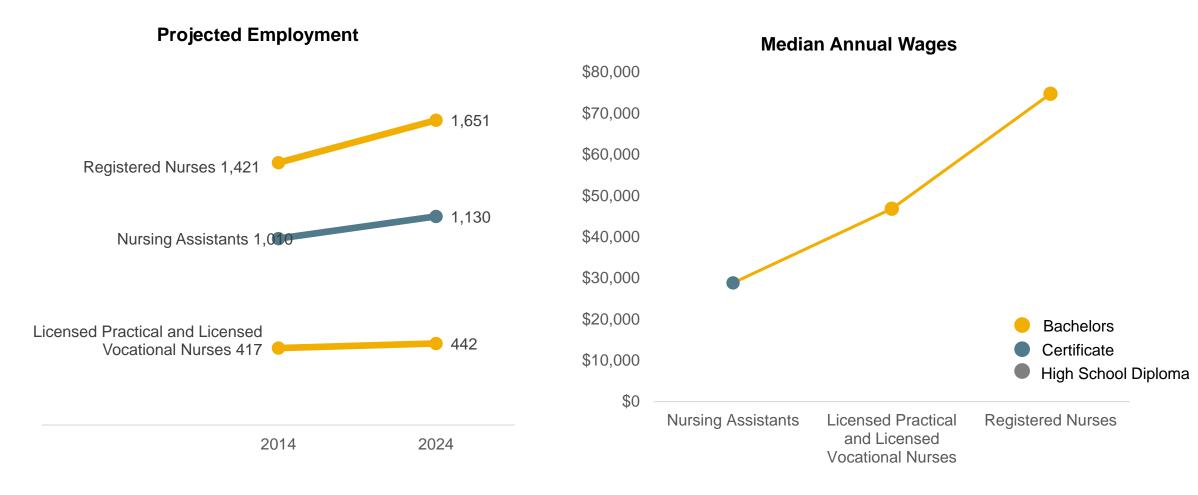
Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

# Teaching Career Pathway



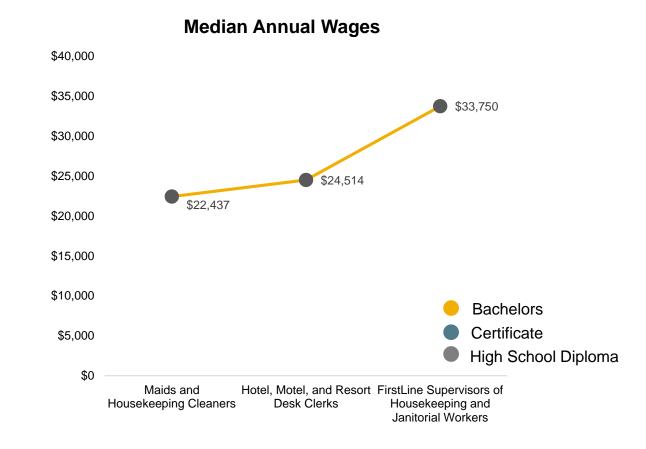


# Nursing Career Pathway



# Hotel Career Pathway

# Projected Employment Maids and Housekeeping Cleaners 923 Hotel, Motel, and Resort Desk Clerks 240 FirstLine Supervisors of Housekeeping and Janitorial Workers 188



2014

2024

# Manufacturing Career Pathway



# IV. Supply Gaps

- A. Calculating Supply Gap Ratio
- B. Calculating Labor Demand & Labor Supply
- C. Supply Gap Analysis

# Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

- Supply Gap Ratio is a proxy measure for understanding which occupations are likely to NOT have enough talent to meet employer demand.
- Supply / Demand = Supply Gap Ratio
  - 100 qualified individuals / 50 potential openings = supply gap ratio of 2
    - 2 qualified individuals per opening (More supply than demand)
  - 6 qualified individuals / 12 potential openings = supply gap ratio of 0.5
    - 0.5 qualified individuals per opening (Less supply than demand)

# Calculating Labor Demand & Labor Supply

#### **Demand**

How many potential job openings do are expected for a given occupation?

Average of total number of jobs for each occupation across three data sets...

- 2017 projections from openings and replacement (OES)
- 2024 projections from openings and replacement (OES)
- Help Wanted Online annualized 2016 job postings

#### Supply

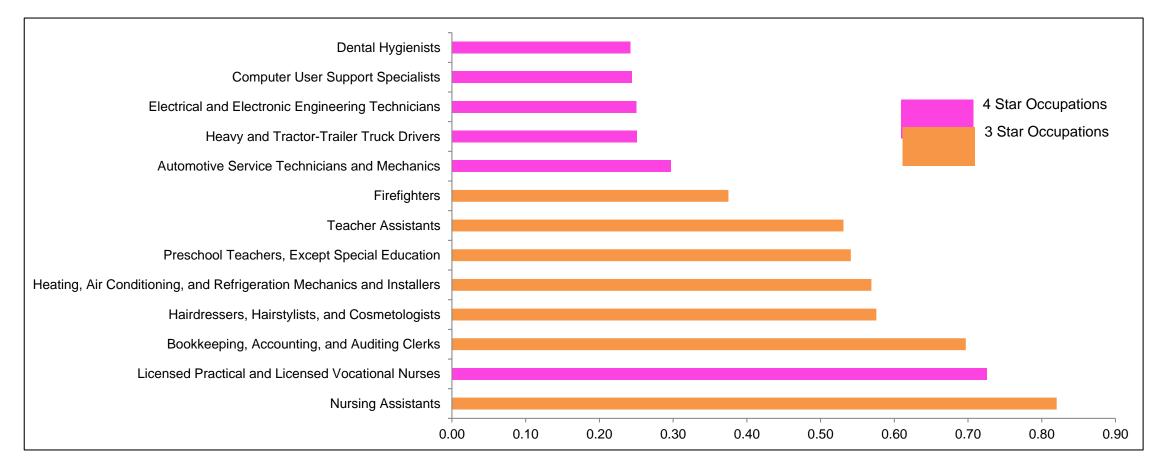
How many qualified individuals are potentially available to fill a relevant job opening?

Sum of available workers or graduates related to an occupation from multiple data sets...

- Unique UI claims, 2016 (DUA)
- Relevant completer data
  - Voc-Tech completers, 2013-2015 average (DESE), 50% available\*
  - Community College completers, 2013-2015 average (DHE), 90% available
  - State University completers, 2013-2015 average (DHE), 71% available
  - Private University completers, 2013-2015 average (iPEDS), 55% available
  - \*All retention figures are statewide, studies cited in Data Tool
  - \*\*Occupations requiring post-secondary education only

## More Openings than Qualified: Regional Sub-BA Occupations

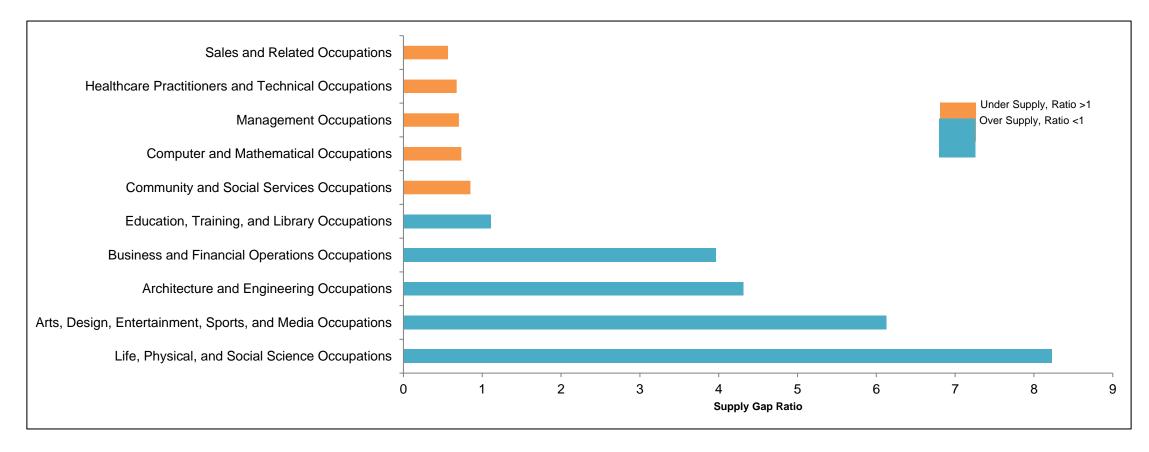
Among all occupations requiring an Associates or Certificate, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree

## State Supply Gap Overview: BA Clusters

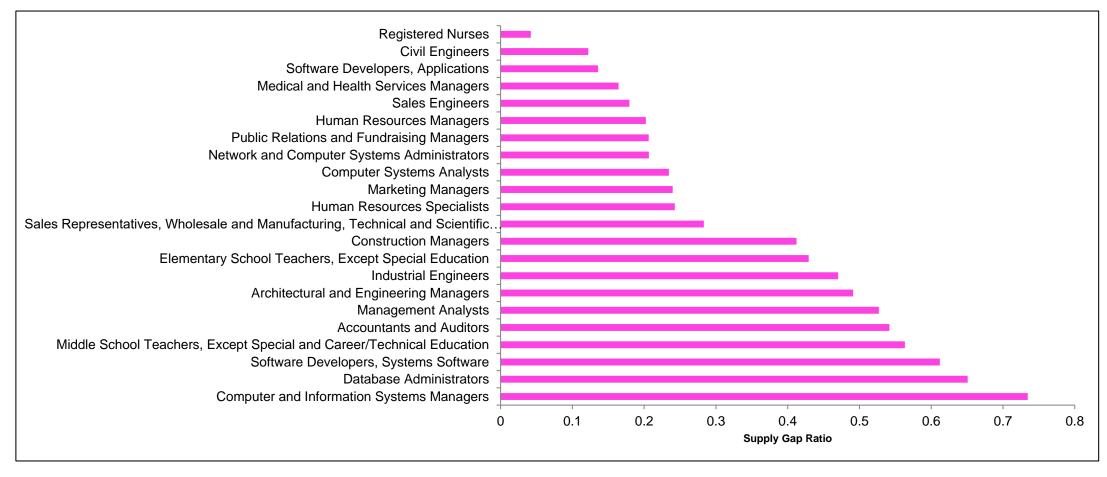
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



Occupations requiring a Bachelor's Degree, Demand Index 100+ Only

### More Openings than Qualified: State BA Occupations

A number of 4 and 5 star occupations, largely in STEM fields, are in short supply.



Occupations requiring a Bachelor's Degree, 4 and 5 stars, Demand Index 100+ only

# Labor Supply Gap Summary

## Associate's, Some college, Post-secondary Certificate

 In Central Mass, a specific set of 3 and 4 star occupations face supply gaps – most notably in healthcare support, computer support/IT, installation, and transportation fields.

## Bachelor's Degree

 Across the State, supply gaps in 4 and 5 star occupations will occur primarily in STEM fields, with an emphasis on healthcare, and computer and mathematical occupations.

#### **Berkshire County Regional Employment Board, Inc. (BCREB)**

#### Local Area Information Related to Adult Education and Literacy

#### 1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

Berkshire Adult Education and Literacy Providers have been actively engaged in the WIOA transition, part of the Berkshire WIOA partners Memorandum of Understanding, and critical partners in developing local workforce strategies. In accordance with WIOA, the connections between adult education and workforce partners will continue to be strengthened. A strong emphasis will continue to be placed on assisting adults in becoming literate, obtaining the knowledge and skills necessary for employment and self-sufficiency, completing their secondary school education, transitioning to postsecondary education or training, becoming a partner in their children's education, and improving the reading, writing, and comprehension skills for English language learners, as well as college and career readiness opportunities. All WIOA partners will be actively engaged in developing a strong referral and follow up system, developing transitions to career pathway opportunities and sector partnerships, analyzing local labor market trends, aligning resources and strategies, designing collective professional development opportunities, and establishing business engagement and retention strategies.

#### 2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

The Berkshire County Workforce Partnership has identified the following as priority populations, at a minimum, in the Berkshires:

- The long-term unemployed
- UI Claimants
- Veterans
- Youth and Adults with Limited Abilities
- Adult Education participants
- Low-Income.(TANF, homeless across all WIOA programs)
- Reentry offenders who are released from prisons and jails
- Older Workers
- Young adults with barriers to employment

The Adult Education participants include Adult Basic Education including instruction in reading, writing and math up to the 8<sup>th</sup> grade level; Adult Secondary Education including preparation for testing leading to a high school equivalency diploma; English Language Acquisition for Adults; older youth; and participants in career pathway programs.

The "shared customer" has been defined by Partnership as - a job seeker/youth or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)

Important note: bidders need to know the priority populations in each local area so they can describe how their programs will be responsive to the needs of the specific priority populations.

#### 3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

Based on past performance, the region has served approximately 325 adult learners annually and about 50 have been connected to the career center system. Based on demographics and projects, the anticipated need for adult education and ESOL programs will continue to increase slightly.

#### 4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

The Berkshires have solid career pathway opportunities in healthcare/social assistance, manufacturing, travel/tourism, retail, and construction. Additional career pathway opportunities with livable wages may be developed as part of the regional skills summit work during FY2018.

#### SECTION II: WORKFORCE BOARD STRATEGIC PLAN

#### STRATEGIC VISION

The Strategic Plan demonstrates utilization of "business intelligence" to develop data driven strategies based on analysis of Labor Market Information. The Strategic Plan includes strategies for the Board to convene, broker and leverage partnerships with key stakeholders, e.g., WIOA Core Partners, career and technical education, community colleges and other higher education entities, organized labor, and others.

The Strategic Plan develops and/or replicates successful career pathway models and industry sector interventions that involve significant employer engagement activity and includes use of job driven strategies & innovative use of work-based models of training interventions – OJT, apprenticeship, internship, etc. It describes the role of the board in the development of the region's comprehensive economic development strategies as well as the coordination of the workforce activities with economic development strategies.

#### Strategic Plan 2016-2018 Updated for FY2018

#### Introduction

The Berkshire County Regional Employment Board, Inc. (BCREB) has been the region's primary catalyst and convener to address workforce development issues since 1983. Established by federal and state legislation, the BCREB is a business-driven; 501c3 non-profit corporation that oversees and sets policy for federally funded employment and training services in the region.

The BCREB also has the broader role of addressing critical labor market issues and development strategic alliances with local leaders in economic development, the K-12 and higher education system, government agencies, chambers of commerce, community-based, and labor organizations. The BCREB is the recognized regional vehicle for innovative workforce development and primary resource for labor market information. The Board collects, analyzes and utilizes data to prioritize and allocate workforce resources, and researches, pilots and disseminates promising practices to improve the workforce system.

#### Mission Statement:

To provide leadership for workforce development in Berkshire County by aligning education and training with local labor market needs.

Since 1992, the BCREB has strived to improve the core competencies and readiness of Berkshire youth (ages 14-21) to be successful workforce contributors. The BCREB prepares youth to be ready for college and careers by integrating career awareness, skills building and work readiness opportunities into school, out-of-school programs and workbased learning opportunities.

Workforce development is our business. The BCREB helps bridge the skills gap between labor market needs and the workforce through coordination of resources/services. We identify the gaps between employer needs in priority occupations and the supply of workers, and work to increase the capacity for adult literacy programs and career centers. The BCREB has a strong sector-based approach for addressing labor force challenges in the region and has received both state and federal recognition for our efforts. Since 2000, the BCREB has also chartered and overseen BerkshireWorks Career Center which assist the 32 Berkshire Communities.

In 2009 the BCREB was designated as a High Performing Workforce Board - a process that involved documenting systems and procedures that ensure effective leadership and service to companies and job seekers in the region, development of strong partnerships, creativity in solutions to complex workforce problems, and accountability over public resources.

To ensure continued success for the BCREB's impact and initiatives, a comprehensive evaluation process is implemented and adherence to all funding source mandates. The BCREB actively engages key stakeholders to develop, market, and support the critical importance of workforce development to our regional economy.

#### BCREB services include:

- **For employers** (over 500 served each year): Finding and keeping the right employees through quality screening and assistance in identifying critical training opportunities.
- <u>For youth</u> (over 2,000 served each year): Providing internships and career information that lead to informed career and post-secondary decisions and help in finding the most important first job.
- <u>For agencies and schools</u> (over 75 served each year): Interpreting local labor market needs and helping design new programs for constituents that meet these needs.
- **For adults** (over 4,000 served each year): BerkshireWorks helps people understand their interests and capabilities, find appropriate training needs, and move into quality jobs.

#### **Development of the Current Strategic Plan:**

This new 3-year plan expanded from the BCREB's first Strategic Plan in 2004 which was subsequently updated for 2007 and 2010. The methods used to create these strategies included:

- Analyzing existing economic development reports for the region
- Researching existing and new workforce development programs
- Identifying successful initiatives to be expanded
- Researching best practices
- Conducting a Board member/community leader retreat with focus groups
- Issuing a community SWOT analysis (on-line)
- Reviewing job vacancy data, projected hiring needs and gathering additional labor market information
- Utilizing the expertise of the Berkshire Chamber to compile and analyze information
- Compile series of recommendations and incorporate the findings into a strategic plan

#### **Summary of the Current Environment:**

Conducted during the second half of 2012, this labor market blueprint is intended to assist economic and workforce development partners understand the regional labor market, with a specific focus on identifying opportunities for employers and job seekers. It will enable the Berkshire County Regional Employment Board, Inc., Berkshire Chamber of Commerce, Berkshire Regional Planning, and 1Berkshire Practitioners to set priorities and make policy decisions regarding the use of public job training resources.

The Workforce Report provides information and analysis in three inter-connected arenas and provides an appendix which outlines data resources and detailed data tables.

- Workforce Supply Describes the demographic characteristics of Berkshire County's populations and how it has changed over time.
- Workforce Demand Identifies which industries and sectors drive the region's
  economy. Included are the industries and occupations that are most critical to
  employment wages.
- Training and Skill Development Identifies the issues and opportunities facing employers and educators in determining and addressing workplace skills, including results from recent surveys of county employers

#### **Workforce Supply**

Unemployment rates have declined over the past several years, mirroring state and national trends, but still hover between 6-7% in the Berkshires. Workforce development strengths include the ability to develop training and lifelong learning opportunities quickly, the innovation and creative minds of the people, and the vast array of recreational and cultural opportunities. Business strengths include quality of life, close proximity to major cities, and quality educational systems.

Retaining, recruiting and developing a larger workforce are critical to enable business to replenish aging workers and to grow in size and volume. Workforce development challenges include the lack of a skilled workforce, out-migration of youth under the age of 18 (-4.9%) and 18-44 year old/young families (-42%), rising drop out rates, and a high percentage of 45-64 age workers about to retire. Business development challenges include healthcare costs, unemployment insurance, lack of tax credits and transportation.

Minority populations represent 5% of the population, but are growing rapidly. It is anticipated that 4% of the region's population may not speak English as their first language.

Berkshire County has a much greater high school graduate population than state and national averages, and has 5% fewer people with less than a high school education. Over 28% of the households in the region earn less than \$25,000 annually, and it is estimated that 6.5% of the families in the region live below poverty level.

#### **Workforce Demand**

Five critical industries stood out as being main sources of employment for residents, sustaining living wages, and based on occupational structure, holding some promise of career advancement for workers:

- Health Care and Social Assistance (19% of employment)
- Retail Trade (14.8% of employment)
- Travel and Tourism (11.5% of employment)
- Educational Services (10% of employment)
- Business Services (10% of employment)
- Manufacturing (8% of employment)
- Construction (12% seasonal)

• Other Sectors (15%) including; Trade & transportation, public admin; natural resources & mining; Gov't; other services (Source: ES202 data 2012)

A set of slightly different criteria revealed additional emerging industries:

- Retail (electronics and appliance, sporting goods/hobby/book/music, and building material/garden supply stores) growing by 7.2%
- Manufacturing (fabricated metal product, nonmetallic mineral, and chemical) growing by 2.8%
- Business Services (administrative and support services) growing by 2.5%
- Travel and Tourism related (accommodation and food service) growing by 2.3%
- Finance, Insurance and Real Estate (real estate, rental and leasing) growing by 2.2%

Across these industries, labor shortages are common. As a result, employers in many fields are relaxing their entrance requirements and require more training. Retention is also a common issue, although it varies from industry to industry.

Occupations with the *most jobs* include retail salespersons, cashiers, waiters, office clerks, general managers, registered nurses and bookkeepers. Occupations *adding the most jobs* between 2010-2013 include food serve workers, registered nurses, teacher assistants, home health aids, landscaping workers and computer support specialists. Occupations *growing the fastest* between 2010-2013 include computer support specialist, software engineers, network systems administrators, medical assistants, social/human service assistances, and personal care aides.

#### **Training and Skill Development**

There are more than 60 education and training providers in Berkshire County including community colleges, community based organizations, consultants and other public and private training programs that work with employers to develop training programs. The following training needs have been identified as priorities for the region:

- Personal skills (89%)
- Interpersonal skills (83%)
- Basic skills (79%)
- Thinking skills (71%)
- Resource skills (63%)
- Information skills (53%)
- Technology skills (38%)
- Systems skills (29%)

The top training needs for the next 3-5 years include

- Communication including interpersonal skills and time management
- Management/Supervisory including leadership development
- Computers/Information Systems including spreadsheets, data manipulation, word processing and using the Internet
- Customer Service

• Human Resource Development – including employment law, recruitment and sexual harassment

More than ½ of the business community indicates that new technology, new equipment, new processes or work methods, and employee turnover will require their employees to acquire new knowledge or skills in the next 3-5 years alone. The top industry-specific training needs are:

- Customer satisfaction
- Healthcare specialists
- Teachers/Administrators
- OSHA and safety issues
- ADA Compliance
- Applied Technology and Manufacturing
- Cultural Competency

The development of basic skills leading to credentials is critical to retain employees. Employers need to retain the 18-44 year olds in the labor market through long-term employment and career ladder opportunities. It is imperative to prepare workers to fill immediate labor shortages in critical occupations. There is also a critical need to continually upgrade the current workforce in order to meet the needs of changing technology and processes.

#### Recommendations

With a few exceptions, there is generally a lack of awareness of the public workforce system and its programs. Employers did, however, have suggestions for a regional labor market intermediary. They included:

- Encourage and enhance training with greater emphasis on reading, basic math skills and general work readiness for new entrants to the labor market and incumbent workers.
- Encourage and support the development of youth.
- Increase resources for education and training, and provide assistance to employers to apply for public funds.
- Expand access to work for low-skilled, minority, and other disadvantaged workers, through improved transportation, child care and other supports.
- Assist employers to organize, both within and across industries, to meet common workforce development needs such as purchasing equipment; develop common training programs, and jointly promoting industries to youth.

This informational blueprint was developed to help prioritize regional workforce and economic development needs. For more information, please contact the Berkshire County Regional Employment Board (<a href="https://www.BCREB.com">www.BCREB.com</a>).

#### Strategic Plan 2016-2018

Based on the comprehensive analysis of regional labor market needs, challenges and priorities, the following are the four strategic goals for the BCREB:

# Goal 1 - To be the recognized catalyst for innovative workforce development and Labor Market Resource in Berkshire County

<u>Objective A</u>- To provide accurate and timely information on current and future employer hiring and training needs and the readiness of local workforce to fill those needs

- To produce quarterly labor market reports to distribute to the community. (Metric 4 reports)
- To convene monthly with business leaders to obtain current labor market information (Metric 12 business meetings)

<u>Objective B</u> - To increase the capacity of companies to access training resources in order to upgrade the skills of their workforce

- To promote the Workforce Training Fund, Express Program, and Hiring Incentive Training Grant to companies (Metric conduct 3 training sessions; target 75 companies)
- To utilize marketing efforts to market programs (Metric issue 250 flyers)
- To assist 15 companies with submitting applications (Metric 15 successful applications)

<u>Objective C</u> - To increase the effectiveness and visibility of the BCREB and workforce system.

- To gain private sector leader advocates (Metric 2 new private sector board members)
- To conduct executive meetings with businesses (Metric 12 new employer meetings)
- To continue to review Workforce Training Fund applications (Metric 100% participation in reviews)

Objective D – To implement Regional Skills Strategy Plan

- To convene regional stakeholders and review labor market supply and demand data in order to develop a countywide economic, education and workforce strategy (Metric Regional Workforce, Economic & Educational Blueprint strategy)
- To market regional strategies & opportunities (Metric 4 media outlets)

#### Goal 2 - To improve core competencies and readiness of youth

<u>Objective A</u>- To connect youth to career immersion (work-based learning activities)

- To increase the number of high school internships (Metric 400 internships
- To increase the number of STEM internships (Metric 150 STEM)
- To increase the number of structured work based learning experiences (Metric 100 Youth Works/WIA)

Objective B - To connect youth to career awareness & exploration activities

- To increase the number of youth participating in career awareness activities (Metric 200 awareness)
- To increase the number of youth in exploration activities (Metric -800 exploration)
- To increase the number of youth in STEM focused activities (Metric -400 STEM activities)

<u>Objective C</u> - To expand teacher externships and professional development opportunities

- To increase the number of educators participation in teacher externships (Metric 10 teachers conduct externships)
- To increase the number of educators participating in college/career readiness professional development activities (Metric 25 teachers participating in relevant professional development activities)
- To increase the number of youth participating (Metric 80 youth obtain certificate)

Objective D - To sustain the Berkshire employer engagement campaign

- To increase the number of employers participating in career awareness (Metric 150 employers)
- To increase the number of employers participating in career exploration activities (Metric 400 employers)
- To increase the number of companies participating in immersion activities (Metric 220 employers)

# Goal 3 - To bridge the skills gap between labor market needs and the workforce

 $\underline{\mbox{Objective } A}$  - To provide current labor market information to community and training providers

- To update Workforce Blueprint twice annually (Metric 2 blueprint updates)
- To update Careers brochures (Metric brochures developed for Healthcare, Manufacturing, Finance, Education, Travel/Tourism and Construction and distributed to education/training providers)

- To provide Labor Market Fact Sheets to educators (Metric 4 LMI reports)
- To explore innovative models for mentoring, business resources, and excellence centers (Metric # of grants applied for and received)

Objective B - To educate training providers on labor market needs

- To use timely data to prioritize and allocate resources for adult and youth programs and career center services (Metric # of ITAs in critical industries)
- To host labor market session for educators (Metric 15 participants)
- To provide labor market information to 4 post-secondary trainers (Metric 4 trainers

Objective C - To develop and/or enhance healthcare sector training

- To conduct needs assessment for healthcare sector (Metric needs analysis completed)
- To research funding and apply for resources to train healthcare workers (Metric 50 trained)

Objective D - To develop and/or enhance manufacturing sector training

- To conduct needs assessment for manufacturing sector (Metric needs analysis completed)
- To research funding and apply for resources to train manufacturing workers (Metric 25 trained)

# Goal 4 - To ensure continued success through evaluation and adherence to mandates

Objective A - To evaluate the work of the BCREB

- To actively engage all Board members in 1 committee (Metric 75% board participation
- To develop/implement community evaluation tool (Metric increase participation by 5%)

Objective B - To increase revenue for board operations

• To actively identify and apply for funding opportunities (Metric - increase the number of grants applied for and resources received; goal is \$25K)

Objective C - To maintain effective collaborative partnerships

- To continue to participate on 1Berkshire Alliance (Metric attend 75% of meetings and participate in one activity/program)
- To continue to participate on Berkshire Compact (Metric attend 75% of meetings and participate in one activity/program)

- To continue to participate on Berkshire Chamber (Metric attend 75% of meetings and participate in one activity/program)
- To continue to be integrated into CEDS, Chamber, Compact and 1Berkshire strategies (Metric workforce integrated into economic development plans)

Objective D - To maintain High Performing Workforce Investment Board status

• To complete REB certification process (Metric - certification)

# Goal 5 - To effectively and efficiently implement the Workforce Innovation and Opportunities Act (WIOA)

Objective A - To engage regional stakeholders and WIOA partners in establishing stronger relationship with Career Center

- To develop a regional Memorandum of Understanding to articulate the roles and responsibilities of WIOA partners (Metric MOU completion)
- To keep community engaged in WIOA activities by hosting SWOT sessions with partners, employers, job seekers, and vendors (Metric host 4 sessions and increase participation by 5%)

Objective B – To establish and implement Career Center Certification

• To establish a transparent process for evaluating and monitoring Career Center oversight (Metric – Annual Career Center Certification)

<u>Objective C</u> – To establish and implement regional career pathway opportunities to connect job seekers with available employment opportunities (Metric – maintain 2 industry sector pathways)

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#### Berkshire County Workforce Development Priorities FY2018 – Building Tomorrow's Workforce

To provide leadership for workforce development in Berkshire County by aligning education and training with local labor market needs

Strategy Plan   economic, & education blueprint with labor market supply & demand   Develop Blueprint Develop marketing strategies for career pathway enhancement   Provide current LMI data to community   Convene with business leaders   Produce quarterly dashboard   Annual workforce blueprint   Meet monthly with business leaders   12 business   12 business   12 business   13 apply   14 media outlets and 250 flyers mailed   Assist 15 companies with applications   Assist 15 companies with applications   Engage 2 private sector leader oworkforce system   Gain private sector leader advocates   Increase # of internships & # internships/work experiences   400   Moore	Labor Market Need	Strategy	Objective Objective	Metric	Goal	YTD
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	readiness of youth	learning) activities	increased focus on STEM		100	
(i.e. Youth Works, WIA)						
Connect youth to Career Increase # of Career Awareness #youth in awareness activities 200						
Awareness & Exploration (i.e. career fair) & Exploration #youth in exploration activities 800						
activities (i.e. job shadow) activities #youth in STEM focused activities 400				v		
Expand teacher externships *Increase # educators # teachers in externships 10				<u> </u>		
& professional participating TE & college/career # educators participating in 25					25	
development opportunities readiness professional professional development		development opportunities		professional development		
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Sustain Employer *Increase # of employers #employers in career awareness 150		Sustain Employer	*Increase # of employers	#employers in career awareness	150	
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*Market program to community #employers in immersion activities 220		3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3				

Bridge skills gap between	Know Labor Market	Update Blueprint	Update career sheets	5 career
labor market needs and	information	Needs assessment	Develop LMI Fact sheets	sheets
workforce			Business Resources	4LMI
		Explore Innovative models for	Models for Mentoring	Assist 15
		mentoring, business resources &		organizations
		excellence centers		
	Educate training providers	Aligning curriculum with sector	Host labor market session	15 attend
	on LMI needs	needs	Provide LMI to 4 post-secondary	4 trainers
			trainers 2 media outlets	2 media
			#ITAs in critical industries	2 media
			#11 As in critical industries	65% ITAs
	Develop/enhance	Conduct assessment for	Healthcare needs assessment to	50 trained
	Healthcare sector training	healthcare	identify critical pathways	
		Develop training for industry	# people trained and find	
		sector	employment	
	Develop/enhance	Conduct assessment for	Manufacturing needs assessment to	25 trained
	Manufacturing sector	manufacturing	identify pathway opportunities	
	training	Develop training for industry	#people trained and find	
			employment	
Ensure continued success	Evaluate work of the	Engage all Board members in 1	Board engagement (22 Board	75%
through evaluation and	BCREB	Committee	members active)	participation
adherence to mandates	BCKLB	Committee	members active)	5%
udiference to mariantes		Develop/implement community	5% community engagement	community
		evaluation tool		
	Increase revenue for board	Identify and apply for funding	# grants applied for	\$25K
	operations	opportunities	New resources	Add staff
	Maintain effective	Participation on 1Berkshire	75% participation	75%
	collaborative partnerships	Participation in Berkshire	Involvement in 1 activity/program	participation
		Chamber	BCREB integrated into economic	
		Participation in Berkshire Compact	development plans	
	Complete REB	Meet state/federal requirements	BCREB Certification	Certification
	Recertification process	Tricet state/rederar requirements	DCIALD COMMON	& clean audit
Implementation of	WIOA partners regional	Engage community leaders in	Develop MOUs & partnerships	Compliance
WIOA	Planning	WIOA plan	Shared assessment, reporting	& convene 4
			for customers	times
			Centralized Job Development	

Partnerships	Keep community engaged in	4 SWOT sessions (partners,	SWOT
	WIOA process	employers, job seekers &	analysis
		education/training vendors)	compliance
Career Center	Establish engaging &	Oversight/Selection Committee	Compliance
Certification	transparent process for career	Process Committee	
	center oversight	Certification process developed	
		& implemented	
Sector partners	hips Maintain quality career	Host healthcare pathway	Market &
	pathways in healthcare &	session	implement
	manufacturing	Host manufacturing pathway	activities
		session	

#### SECTION III: MEMORANDUM OF UNDERSTANDING

#### METHODS OF INTEGRATED SERVICE DELIVERY

The Local Board convened the OSCC Partners and other stakeholders into "MOU Teams" (defined locally) to strategize integrated, coordinated, person-centric service design and delivery within the One-Stop Career Center for youth, job seekers, and businesses. The OSCC service design is articulated in the Local WIOA Joint Partner Umbrella MOUs, effective July 1, 2017.

The Local Boards engage with businesses to understand their needs and develop an integrated education and workforce system that supports career pathways to prepare residents with foundation, technical, professional skills and information and connections to postsecondary education and training.

WIOA partners are working to construct career pathways aligned with business demand across federal, state and community-based partnerships that will improve foundation skills and facilitate the transition to postsecondary education and training for individuals with barriers to employment, including adults who are undereducated and with limited English proficiency.

#### Workforce Innovation and Opportunity Act (WIOA)

#### Berkshire County Regional Employment Board, Inc. and WIOA Partners

#### Memorandum of Understanding (MOU)

#### June 2017

#### I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **Berkshire County Regional Employment Board, Inc (BCREB)**, with agreement of **Mayor Linda M. Tyer, City of Pittsfield** and the Berkshire County WIOA Partners), relating to the operation of the one-stop delivery of service in the local workforce area.

The **Berkshire County Regional Employment Board, Inc. (BCREB)** will act as the convener of MOU negotiations and together with the Berkshire County Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all partner programs, services and activities authorizing statutes and regulations.

#### II. OSCC REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Berkshire County Workforce Area, the Berkshire County Regional Employment Board, Inc. (BCREB) and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory partners in the One-Stop Career Centers and include:

- **a.** WIOA Title I (Adult, Dislocated Worker, Youth) Berkshire Training and Employment, Inc., Department of Career Services and Executive Office of Labor and Workforce Development
- b. Title II (Adult Education and Family Literacy) Adult and Community Learning Services, Department of Elementary and Secondary Education, and Executive Office of Education
- c. Title III (Wagner Peyser/Employment Service) Department of Career Services and Executive Office of Labor and Workforce Development

- **d. Title IV (Vocational Rehabilitation)** Massachusetts Rehabilitation Commission, Massachusetts Commission for the Blind, Executive Office of Health and Human Services
- e. Temporary Assistance to Needy Families (TANF) Department of Transitional Assistance, Executive Office of Health and Human Services
- f. **Federal-state unemployment compensation program -** Department of Unemployment Insurance (DUA), EOLWD
- g. Trade Adjustment Assistance (TAA) part of DCS, EOLWD
- h. Jobs for Veterans State Grant (JVSG) part of DCS, EOLWD
- i. Employment and Training Programs under the Supplemental Nutrition Assistance Program (SNAP) part of DTA, EOHHS
- j. Senior Community Service Employment Program (SCSEP) Title V of Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

#### Additional BCREB partners include:

- k. Berkshire Community Action Council (BCAC)
- l. Vocational Education (McCann)
- m. Higher Education (Berkshire Community College)
- n. Berkshire Regional Housing
- o. Berkshire County Sheriff's Office

Additional non-required Partners in the local MOU may be added at any time during the term of this MOU, as agreed by the existing partners.

#### III. DURATION OF THE MOU

This agreement shall commence on **June 26, 2017** and shall terminate on **June 30, 2020** unless otherwise terminated by agreement of all parties or superseded. By signing the MOU, all parties agree to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.

#### IV. ASSURANCES

The Berkshire County Regional Employment Board, Inc. and the Partners of the Berkshire County Workforce Partnership identified above agree to conduct the following activities at a local level:

- 1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
- 2. Serve the "shared" customer as defined by the Partners with a focus on providing high quality, result orientated programming and outcomes. (Please see Section V. #3.)

- 3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to "shared" customers.
- 4. Continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
- 5. Track and evaluate the outcomes for individuals who face barriers to employment.
- 6. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop centers, through methods agreed upon by the local board, chief elected official, and Partners.
- 7. Provide representation on the local workforce boards (as defined by BCREB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
- 8. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the one-stop partner infrastructure cost contributions.

## V. MEMORANDUM OF UNDERSTANDING CONTENT

 At a minimum, Berkshire County Workforce Partnership will support, financially and in-kind, the following services consistent with and coordinated with the One-Stop Career Center.

	Job Seeker Services	•
Basic Career Services	Individualized Career Services	Training
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprentice
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training

Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules
	Dusiness services rear	1
Provide and follow established protocol	Provide information and services	ss employer outreach and status of work with
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and
Provide and follow established protocol with businesses, responding to all requests in a timely manner  Conduct outreach regarding Local workforce system's services and products	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims  Conduct on-site Rapid Response activities regarding closures and downsizings	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and maintain competitive integrated employment Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-
Provide and follow established protocol with businesses, responding to all requests in a timely manner  Conduct outreach regarding Local workforce system's services and products  Provide access to labor market information	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims  Conduct on-site Rapid Response activities regarding closures and	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and maintain competitive integrated employment Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies  Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible
Provide and follow established protocol with businesses, responding to all requests in a timely manner  Conduct outreach regarding Local workforce system's services and products  Provide access to labor market information  Assist with the interpretation of labor market information	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims  Conduct on-site Rapid Response activities regarding closures and downsizings  Provide customized recruitment and job applicant screening, assessment	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and maintain competitive integrated employment Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies  Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers  Develop customized training opportunities to meet specific employer and/or industry cluster
Provide and follow established protocol with businesses, responding to all requests in a timely manner  Conduct outreach regarding Local workforce system's services and products  Provide access to labor market information  Assist with the interpretation of labor market information  Use of one-stop center facilities for eccruiting and interviewing job pplicants	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims  Conduct on-site Rapid Response activities regarding closures and downsizings  Provide customized recruitment and job applicant screening, assessment and referral services	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and maintain competitive integrated employment Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies  Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers  Develop customized training opportunities to
Provide and follow established protocol with businesses, responding to all requests in a timely manner  Conduct outreach regarding Local workforce system's services and products  Provide access to labor market information  Assist with the interpretation of labor market information  Jse of one-stop center facilities for eccruiting and interviewing job applicants  Post job vacancies in the state labor exchange system and take and fill job orders  Provide information regarding	Partner that will meet monthly to discus companies.  Provide information and services related to Unemployment Insurance taxes and claims  Conduct on-site Rapid Response activities regarding closures and downsizings  Provide customized recruitment and job applicant screening, assessment and referral services  Conduct job fairs  Consult on job description	Provide consultation regarding reasonable accommodations and supports for individuals with disabilities, as needed, to obtain and maintain competitive integrated employment Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies  Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers  Develop customized training opportunities to meet specific employer and/or industry cluster needs  Coordinate with employers to develop and

- 2. Partners within the Berkshire County Workforce Partnership will serve, at a minimum the following populations:
  - The long-term unemployed
  - UI Claimants
  - Veterans
  - Youth and Adults with Limited Abilities
  - Individuals with Disabilities
  - Adult Education participants
  - Low-Income (TANF, homeless across all WIOA programs, and SNAP)
  - Reentry offenders who are released from prisons, houses of correction and jails.
  - Older Workers
  - Young adults with barriers to employment

In addition, Partners will work together on strategies and programs for employers and solving their employment needs.

- 3. The "shared customer" has been defined by Partnership as a job seeker/youth or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)
- 4. The Partners agree on a continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model.
- 5. WIOA offers an opportunity to innovate and strengthen service to industries and business. The Partners commit to working with employers who have persistent and deep worker skills shortages, are in targeted industries, employ people in targeted occupations, and are committed to hiring people with disabilities. Partners will work together to identify employer needs in the current economy and share this labor market information.
- 6. The Berkshire County Workforce Partnership has begun discussions around technology and a shared intake form, based on an on-going review of current intake forms being used by each Partner. 'Massachusetts JobQuest' will serve as entrance point for all shared customers. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center.
- 7. The Berkshire County Workforce Partnership agrees that increased Sharing of data will benefit the quality of service delivery to both the job seeker and business customer. DUA only will provide information under this agreement to another party to this agreement: upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603; following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data (currently in the form attached and marked "," which DUA reserves the right to modify in its sole

discretion); and following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement (currently in the forms attached and marked "" for confidential data and "" for non-confidential data, which DUA reserves the right to modify in its sole discretion). DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

- 8. The Partners have established a preliminary training plan for management and the staff of partners.
- 9. The BCREB will provide for various levels of participation by Partners in the One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the BCREB's policies to 1) have a majority of the Review Team representative of the Critical Industries in our region, and 2) to have a reasonably sized Voting Review Team. Decisions will be discussed and openly communicated to Partners prior to review beginning. All Review Activity will respect Section 30B of MGL, the legal structure around which the BCREB performs procurement, and various levels of participation (either on full review team if a BCREB Board Member or on the advisory committee if not) of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
- 10. The Berkshire County Workforce Partnership agrees to utilize the current BCREB cost allocation plan to determine infrastructure costs of the various WIOA Partners who outstation staff at the Career Center or one of the Career Center Access Points. Shared services and operating costs will be negotiated with each Partner based on the types of services required for each Partner constituency. Where appropriate, the BCREB cost allocation plan will be utilized to make these calculations. However, the cost related to shared services related to assessment, customized workshops, training, and other services will be individually determined for each Partner. In any case, infrastructure, shared services, and operating costs will be fully transparent and made available to the Partners throughout the year. For some partners, such as MRC, shared and infrastructure costs will be negotiated at the state level.
- 11. Duration of the MOU including commencement and termination date, and include the clause "unless otherwise terminated by agreement of all parties or superseded."
- 12. The Berkshire County Workforce Partnership agrees that a MOU review will occur not less than every three years.
- 13. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.
- 14. The Partners agree to jointly review and commit to WIOA mandated performance metrics that are include in the BCREB annual business plan, and in any related grant documents associated with Partners. The Berkshire County Workforce Partnership commits to assist all Partners in reaching these goals. In addition, the Partners agree to mutually develop and commit to metrics associated with infrastructure/shared services, and to proceed with a full commitment to meet these goals.

### VII. SIGNATORIES

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers. By signatures affixed below, the parties specify their agreement:

Mayor Linda M. Tyer **Berkshire County Chief Elected Official** 

Eva Sheridan, Chairperson **Berkshire County Regional Employment** Board, Inc.

Date:

Heather P. Boulger, Executive Director **Berkshire County Regional Employment** Board, Inc.

Signature

Melanie Gelaznik, Interim Director BerkshireWorks Career Center

Lynne Newton, Operations Manager

**Division of Career Services** 

Signature:

Signature:

Date:

Nathan Skrocki, Regional Director MA Commission for the Blind

6/16/11

# Kather MA Re

Katherine Angelini MA Rehabilitation Commission	Kathur lug o Co	Date:
Deni Evans, Director, Pittsfield Department of Transitional Assistance	Signature:	0 21 2017 Date:
John Lutz, Executive Director Elder Services of Berkshire County, Inc.	Signature: 8	6/14/17 Date:
Eveliz Arroyo-Barrows, Deputy Director of Field Operations Department of Unemployment Insurance	Signature:	(e/19/17
Kelly Jourdain, Adult & Community Learning Services, Berkshire Community College		w 6-14-17
Paul Gage, Pittsfield Adult Learning Center	Signature:	Date:
Howard Eberwein, Adult & Community Learning Services, MCLA	Signature:	Date:
D		Date.

Bryan House, Deputy Director **Berkshire Community Action Council** 

Ken Messina Trade Adjustment Assistance	Kennessing Signature:	(s-11-17) Date:
James Clark, Veteran's Services Pittsfield	JA Plant Signature:	6/13/2017 Date:
John J. Quinn, Jr., Superintendent Berkshire County Sheriff's Department	Signature:	6-22-17 Date:
Ellen Kennedy, President Berkshire Community College	Elli 2 Vem Signature:	14, 20, Date:
James Brosnan, Superintendent McCann Technical School	Signature:	145 W17 Date:
Brad Gordon, Director Berkshire Regional Housing	Brad Tawker Signature:	6/21/17  Date:
	- Clarification of the control of th	Date.

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an a-needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.

# Funding for Shared and Infrastructure Costs of the OSCC:

The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition, all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the

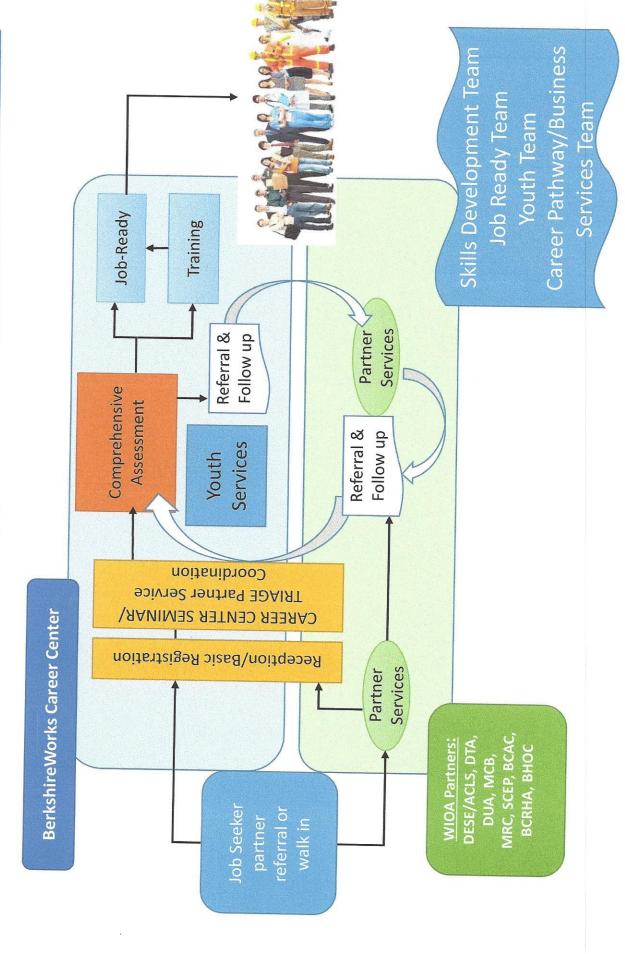
State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-Agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

# **Data Sharing for Integrated Service Delivery for Shared Customers:**

Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

XXX

# Berkshire WIOA Partners Customer Flow Chart



### SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

### CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

### PROFILE OF CAREER CENTER CUSTOMERS

A profile of customers served at the One-Stop Career Centers in the workforce area during Fiscal Year 2017 (July 1, 2016 – June 30, 2017). Profiles and outcomes data are provided for customers who received services at the One-Stop Career Centers under the WIOA Title I Adult, Dislocated Worker and Youth Programs and the Trade Adjustment and Assistance Program.

### WIOA TITLE I ADULT PARTICIPANTS SUMMARY

The Adult program provides job search assistance and training opportunities to unemployed and other job seekers, with priority to public assistance recipients, low-income individuals, and those that are basic skills deficient and others who face barriers to employment.

### WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

The Dislocated Worker program provides job search assistance and training opportunities to individuals experiencing job dislocation resulting from a layoff or business closing or who have exhausted Unemployment Insurance, to help them return quickly to the labor force.

### WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

The Youth program provided employment and training activities to provide youth assistance in achieving careers and academic and employment success and provides opportunity for training and supportive services.

### WIOA TRADE ADJUSTMENT ASSISTANCE

The Trade Adjustment Assistance (TAA) program assists workers impacted by foreign Trade providing training, employment and case management services, job search and relocation allowances, wage supplements for those 50 or older, and Trade Readjustment Allowances (TRA).

### **WIOA PRIMARY INDICATORS OF PERFORMANCE**

The Primary Indicators of Performance for the WIOA Title I Programs, WIOA Title III, Wagner Peyser and WIOA Title II, Adult Education will be used to measure and evaluate performance for the local area. These are federal performance indicators negotiated with the U.S. Department of Labor and the U.S. Department of Education.

### ADDITIONAL PERFORMANCE DATA

Career Center Performance Reports are located at: <a href="http://www.mass.gov/massworkforce/ccpr/">http://www.mass.gov/massworkforce/ccpr/</a>

# PROFILE OF CAREER CENTER CUSTOMERS BERKSHIRE WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Total Individuals Served	2,782	
Gender		
Male	1,517	55%
Female	1,265	45%
Ethnicity		
White	2,211	79%
Black or African American	347	12%
Hispanic or Latino	178	6%
American Indian or Alaskan Native	27	1%
Asian	21	1%
Hawaiian Native or Other Pacific Islander	4	0%
Other	293	11%
Age		
18 or under	121	4%
19-21	148	5%
22-45	1,318	47%
46-54	543	20%
55+	652	23%
Education		
Less than High School	303	11%
High School Diploma or Equivalent	1,008	36%
Some College/Vocational Degree	402	14%
Associate Degree	253	9%
Bachelors Degree	315	11%
Advanced Degree	127	5%
Self-Identified Persons With Disabilities	151	5%
Unemployment Insurance Claimants	1,598	57%
Veterans	184	7%
Employers Served	504	
Employers Listing Job Orders	427	85%
Employers Receiving Referrals	261	52%
Employers Who Hired a Job Seeker Referral	42	8%
. •		

BERKSHIRE WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017 TITLE I YOUTH PARTICIPANT SUMMARY			
	In-School	Out-of-School	Total Youth
Participant Characteristics (%)			
Total	16	43	59
Age 14-18	94%	58%	68%
Age 19-21	6%	28%	22%
Age 22-21	0%	14%	10%
Female	63%	63%	63%
Disabled	25%	16%	19%
HS Student	100%	0%	27%
HS Dropout	0%	98%	71%
Limited English	0%	2%	2%
Math or Reading Level < 9.0	0%	19%	14%
Offender	6%	2%	3%
Welfare	13%	40%	32%
Foster Child	19%	2%	7%
Homeless/Runaway	6%	0%	2%
Pregnant/Parenting	6%	33%	25%
Requires Additional Assistance	6%	0%	2%
·	nrollments By Activity	у	
Educ., Trng, & Tutoring	15	2	17
ABE/GED or Alternative	2	39	41
Financial Literacy	16	42	58
Summer Employment Opportunity	0	12	12
Work Experience/OJT	11	8	19
Occupational Skills Trng	0	2	2
Leadership Dev/Community Services	0	0	0
Mentoring	0	0	0
Guidance/Comprehensive Counseling	16	42	58
Other (non program)	0	0	0
Exit and Outcome Summary			
Total Exits YTD	7	26	33
Entered Employments YTD	3	4	7
Entered Post-HS Training YTD	0	1	1
Placed in Employment/Education Rate	43%	19%	24%
Average Wage	\$10.33	\$10.13	\$10.21
Degree/Certification	0	14	14

Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

# BERKSHIRE WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017 TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance	
Participant Characteristics (%)				
Total Participants YTD	18	74	0	
Female	78%	63%	0%	
Age 55 or Over	11%	32%	0%	
Less than High School	6%	0%	0%	
Limited English	0%	0%	0%	
Math or Reading Level < 9.0	11%	3%	0%	
Disabled	28%	1%	0%	
Cash Welfare	17%	na	na	
UI Claimant	na	89%	0%	
Offender	6%	0%	0%	
Veteran	0%	4%	0%	
Single Parent	28%	7%	0%	
Low Income	100%	na	0%	
Enrollments By Activity				
Total Program Participants YTD	18	74	0	
New Program Enrollments	12	50	0	
New Training Enrollments	10	50	0	
New & Carry-in Training Enrollments	18	68	0	
ABE/GED or Equivalent	0	0	0	
ESL	0	0	0	
Occupational Skills Training	19	67	0	
OJT	0	3	0	
Other.	1	2	0	
Exit and Outcome Summary				
Total Exits YTD	11	51	0	
Entered Employments YTD	4	28	0	
Entered Employment Rate at Exit	36%	55%	0%	
Average Pre-Wage	na	na	\$0.00	
Average (Post) Wage	\$18.13	\$19.60	\$0.00	
Wage Retention Rate (post/pre-wage)	na	na	0%	
Degree/Certification	5	42	na	

Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

BERKSHIRE WORKFORCE DEVELOPMENT AREA			
PRIMARY INDICATORS OF PERFORMANCE	FISCAL YEAR 2017 7/1/16 -6/30/17	FISCAL YEAR 2018 7/1/17 - 6/30/18	
WIOA TITLE I ADULT			
Employed 2 <sup>nd</sup> Quarter After Exit	83%	86%	
Employed 4th Quarter After Exit	75%	77%	
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$4900	\$2731	
Credential Attainment Rate	Baseline Indicator		
Measureable Skill Gains	Baseline Indicator		
Effectiveness in Serving Employers	Baseline	Indicator	
WIOA TITLE 1 DISLOCATED WORKER			
Employed 2 <sup>nd</sup> Quarter After Exit	84%	86%	
Employed 4th Quarter After Exit	83%	85%	
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$7500	\$7062	
Credential Attainment Rate	Baseline Indicator		
Measureable Skill Gains	Baseline Indicator		
Effectiveness in Serving Employers	Baseline Indicator		
WIOA TITLE 1 YOUTH			
Employed 2 <sup>nd</sup> Quarter After Exit	80%	52.8%	
Employed 4th Quarter After Exit	72%	54%	
Median Earnings at 2 <sup>nd</sup> Quarter After Exit			
Credential Attainment Rate	Baseline Indicator		
Measureable Skill Gains	Baseline Indicator		
Effectiveness in Serving Employers	Baseline Indicator		
WIOA TITLE III WAGNER-PEYSER			
Employed 2 <sup>nd</sup> Quarter After Exit	60.0%	64.0%	
Employed 4th Quarter After Exit	60.0%	62.0%	
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$5,100.00	\$5,500.00	
WIOA TITLE II ADULT EDUCATION			
Measureable Skill Gains	41.0%	42.0%	
Micagardable Oklii Odilio	T1.070	72.U/U	

### Goal Setting:

- State level performance goals for Title I and Wagner-Peyser programs were negotiated by the Department of Career Services, Executive Office of Labor and Workforce Development (DCS/EOLWD) with the U.S. Department of Labor, Employment and Training Administration. (DOL/ETA).
- DCS/EOLWD negotiated performance goals for Title I with each local Workforce Development Board. Local Boards adopt the State Wagner-Peyser goals.
- Adult and Community Learning Services, Massachusetts Department of Elementary and Secondary Education (ACLS/DESE) negotiated for Measureable Skill Gains only with the U.S. Department of Education, Office of Career, Technical, and Adult Education (ED/OCTAE). Each provider's final performance will be assessed against the State goals based on individual local factors.
- A Baseline Indicator is one for which States did not propose goals. Data will be collected during FY17 and FY18 that will be used for goal setting beginning in FY19.