




BRISTOL WORKFORCE
DEVELOPMENT AREA
SOUTHEAST REGION
WIOA LOCAL PLAN
FISCAL YEAR 2018



Bristol Workforce Investment Board
Thomas Perreira, Executive Director

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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.

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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 ALIGNMENT

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.

Southeast Mass Data Package

Massachusetts Workforce Skills Cabinet 2017

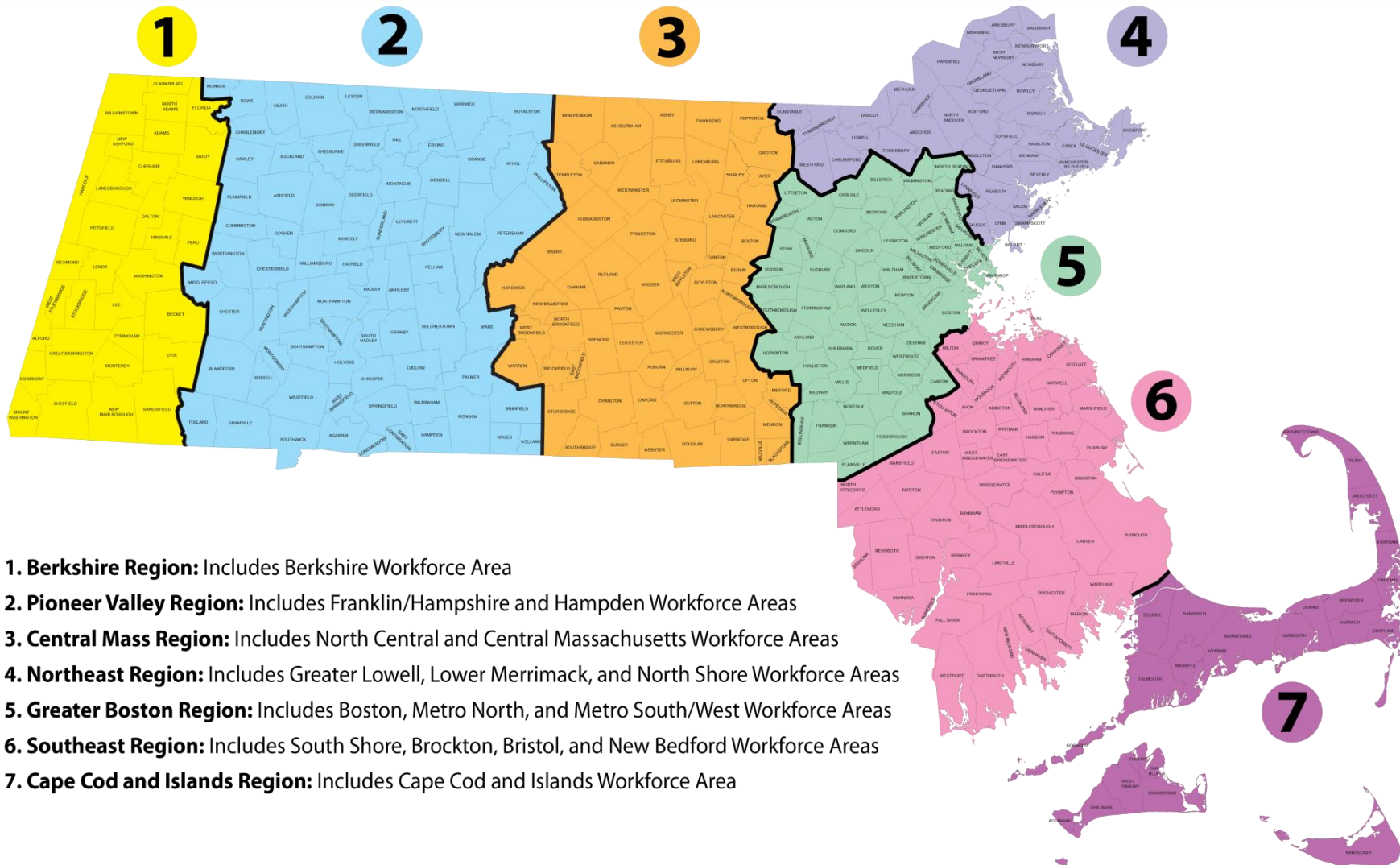


Table of Contents

This report contains critical data and analysis illustrating employer demand and worker supply in the region. Developed under the auspices of the Massachusetts Workforce Skills Cabinet to inform workplace service strategies.

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

Regional Structure – Workforce Skills Cabinet Planning Regions



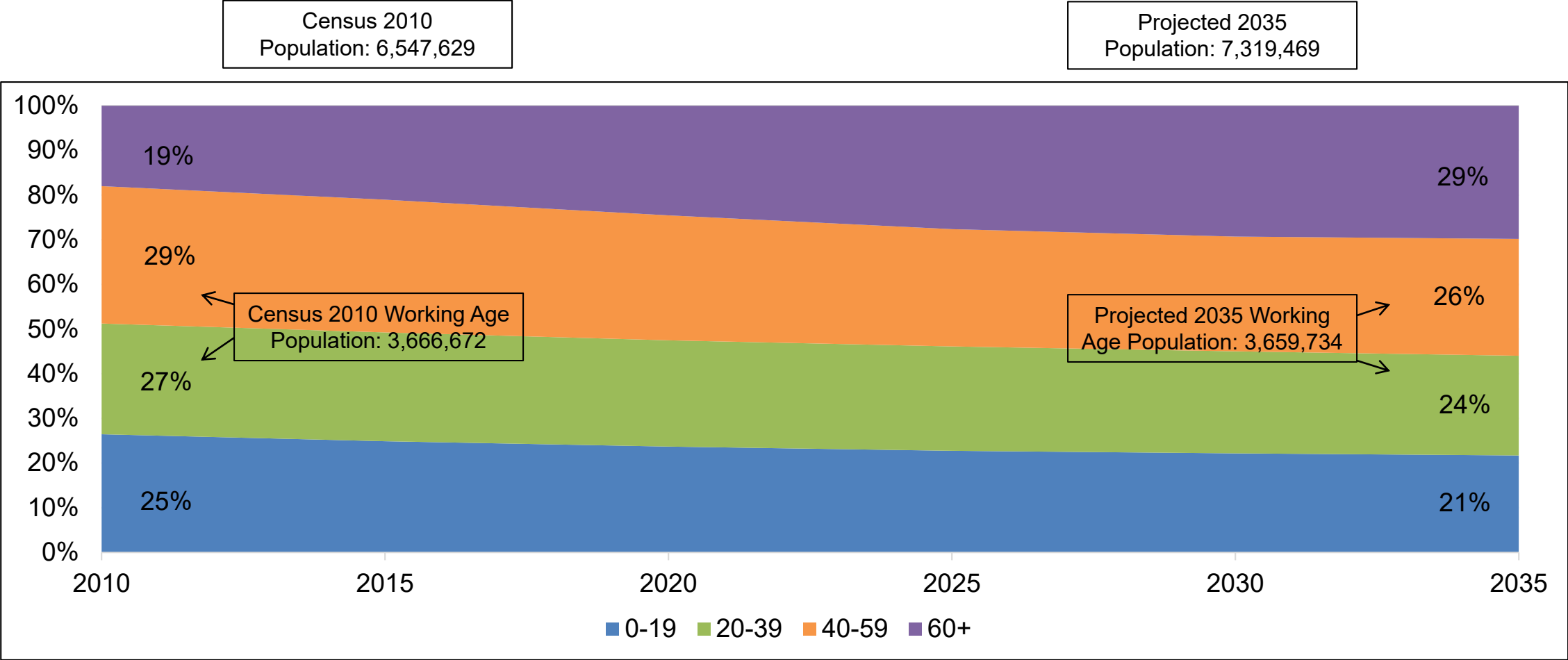
- 1. Berkshire Region:** Includes Berkshire Workforce Area
- 2. Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
- 3. Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
- 4. Northeast Region:** Includes Greater Lowell, Lower Merrimack, and North Shore Workforce Areas
- 5. Greater Boston Region:** Includes Boston, Metro North, and Metro South/West Workforce Areas
- 6. Southeast Region:** Includes South Shore, Brockton, Bristol, and New Bedford Workforce Areas
- 7. Cape Cod and Islands Region:** Includes Cape Cod and Islands Workforce Area

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.



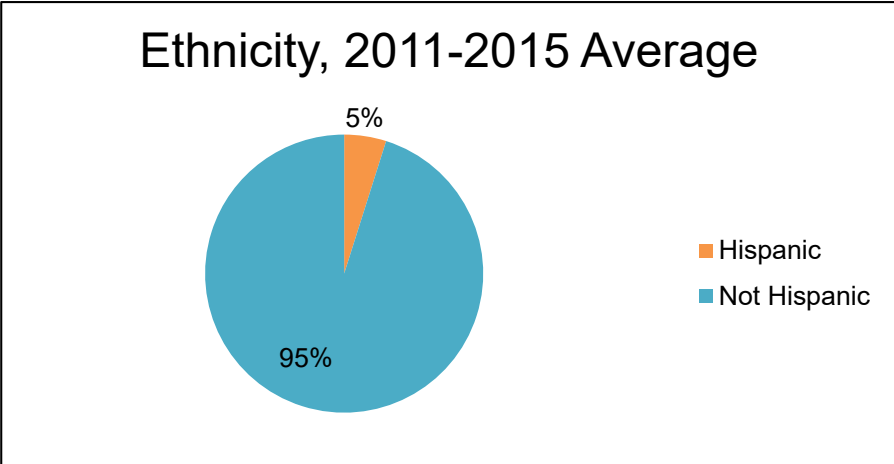
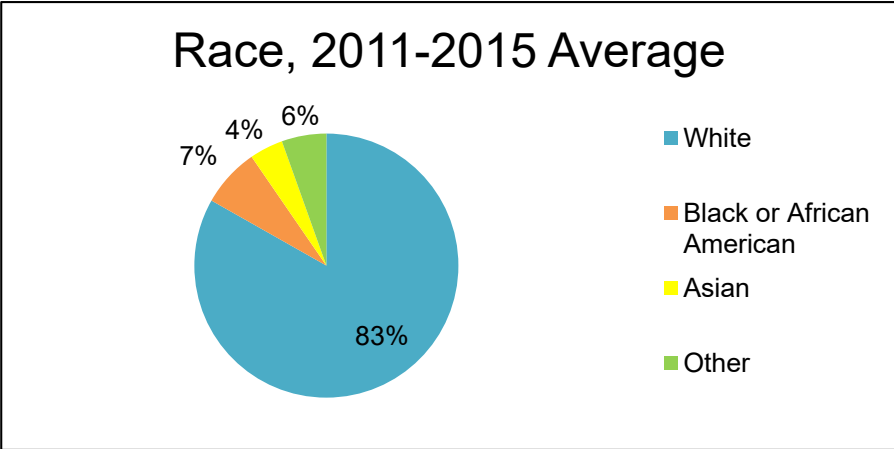
State Trends, Race/Ethnicity and Place of Origin

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

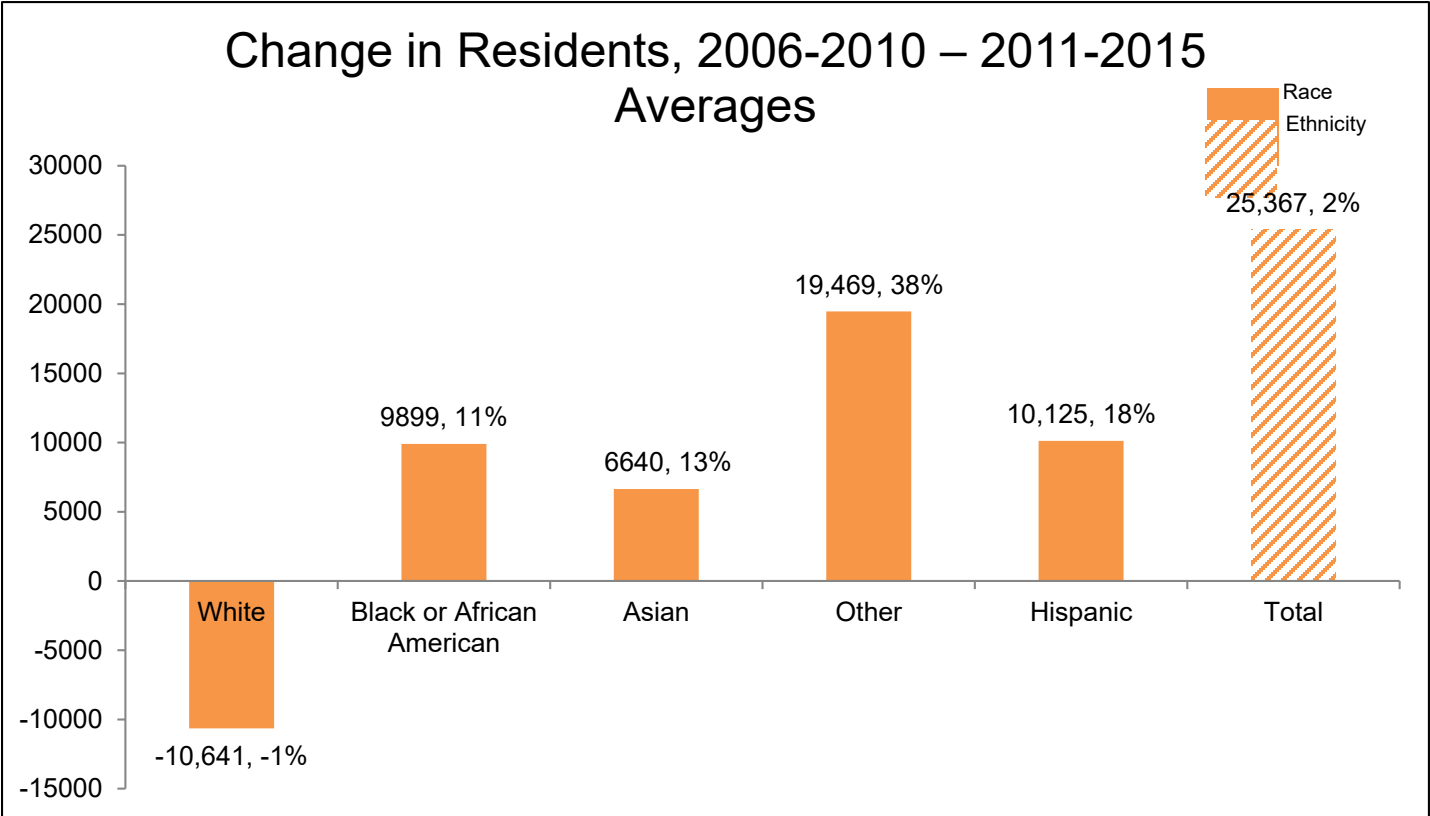
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	<i>Absolute Change</i>	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	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						
**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

The total population in Southeast MA has increased slightly over the past ten years, driven by growth in minority populations that counteracts a decline in the white population.

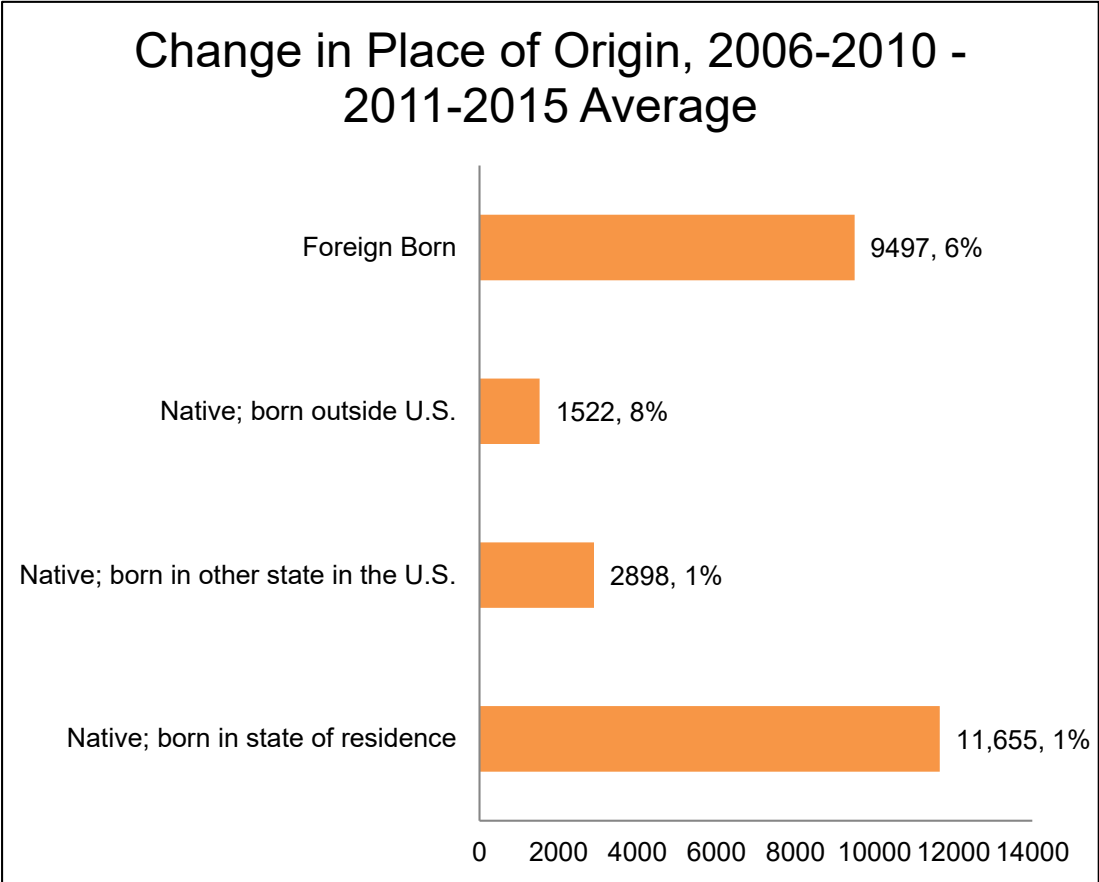
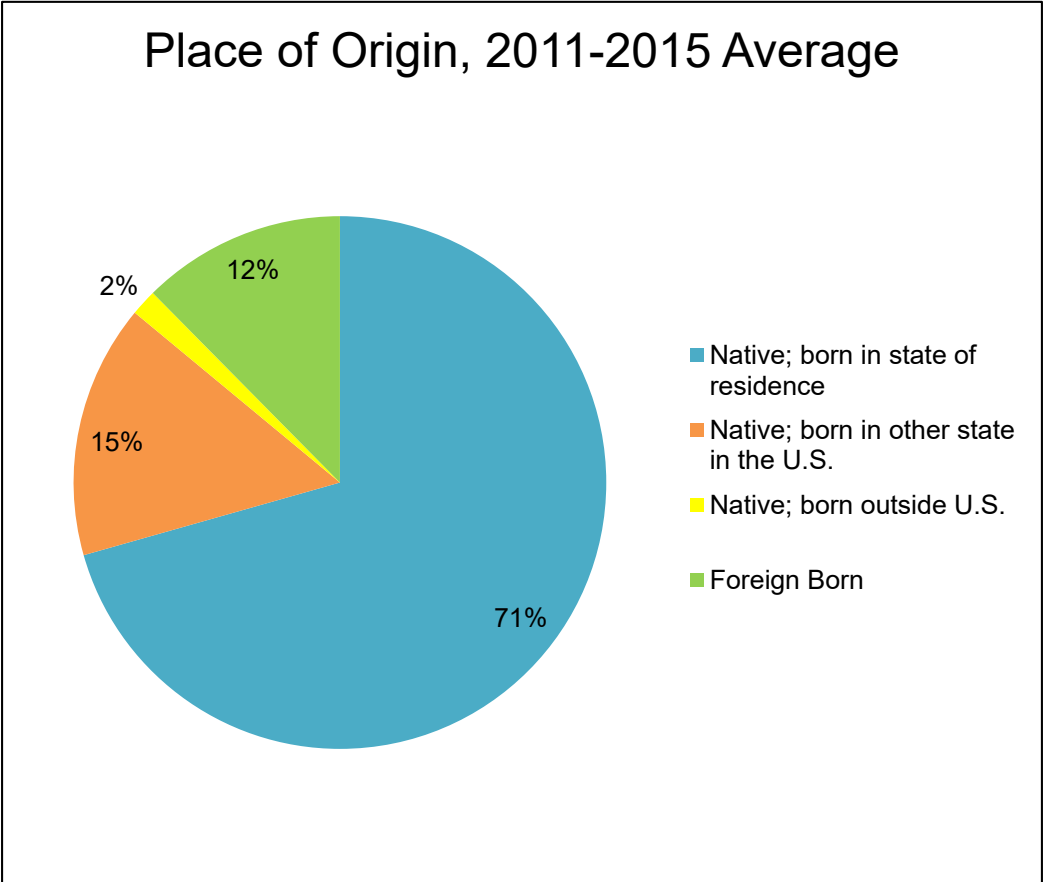


Total Population Estimate: 1,359,366
2011-2015 Average



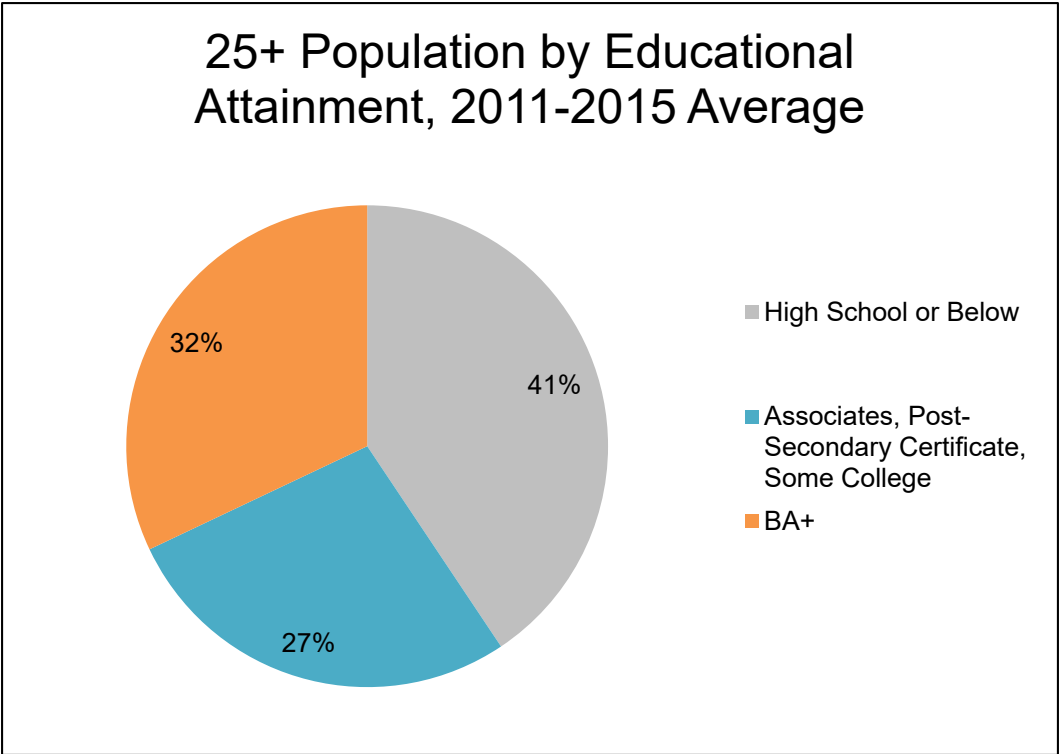
Regional Trends, Place of Origin

Almost $\frac{3}{4}$ of Southeast MA was born locally. The share of foreign-born residents has increased by 6% over the past ten years.

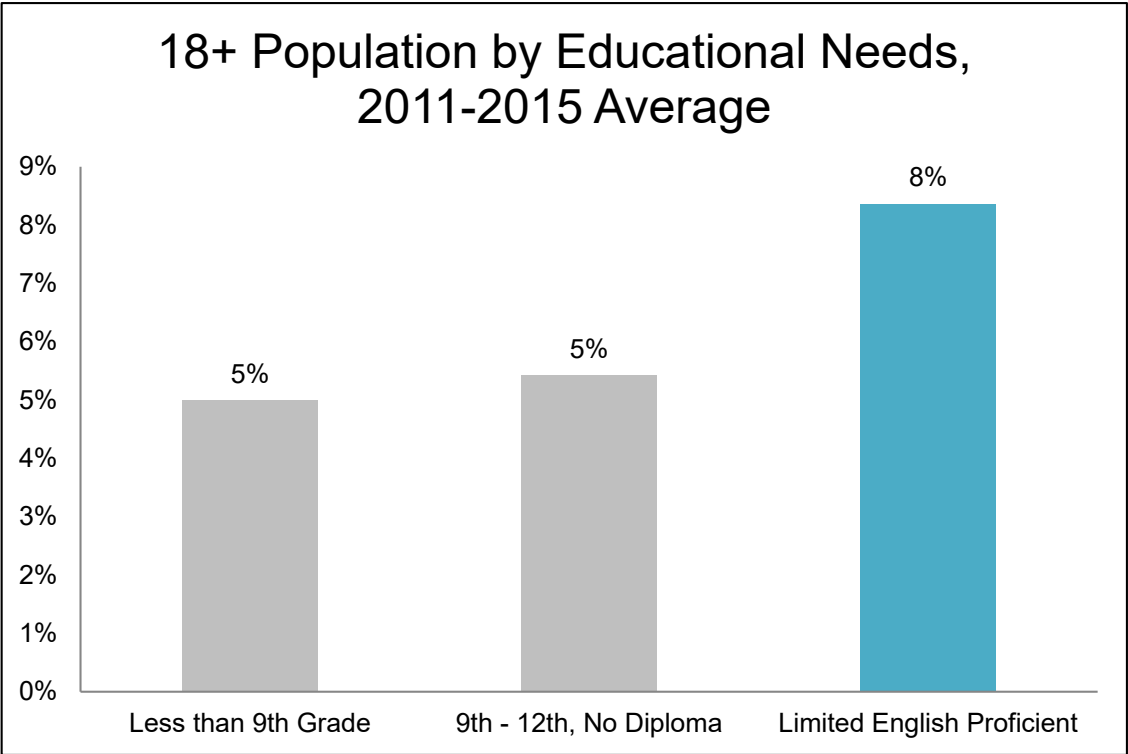


Regional Trends, Education

Although much of Southeast MA is highly educated, a significant portion of residents require language or basic skill remediation.



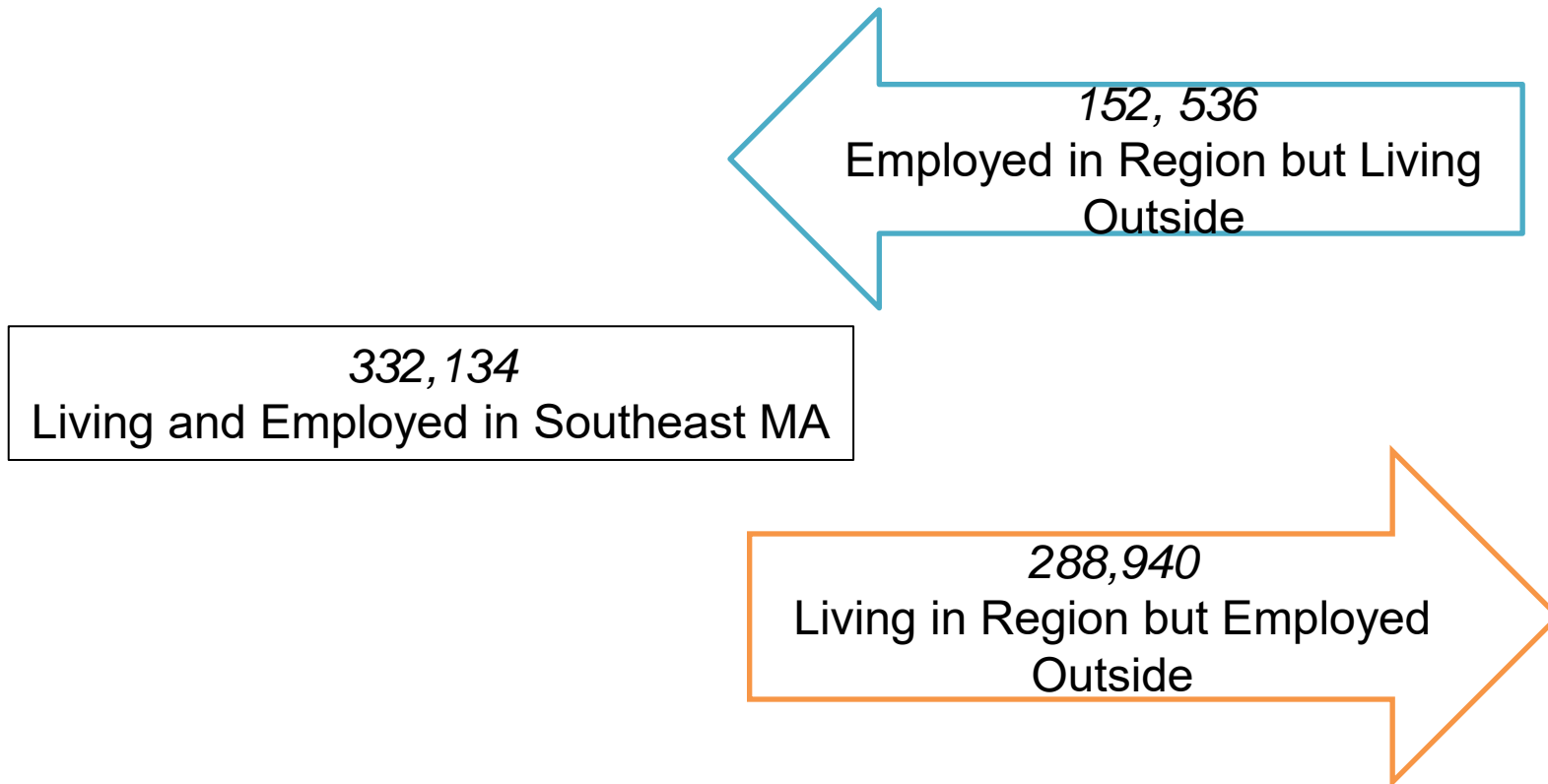
Total Population Estimate, 25+: 940,475



Total Population Estimate, 18+: 1,062,656

Regional Commuter Patterns

The Southeast MA's employers face a net loss of approximately 135,000 employers who leave the region for work.



Summary of Demographic Trends

- As our State's population ages, the share of working-age and young people is declining.
- The total population in Southeast MA has increased slightly over the past ten years, but decline in the white population has been accompanied by growth in minority and foreign-born populations.
- The Southeast region loses more workers to outside of the region than the amount of employees that it gains.

III. Employer Demand Data

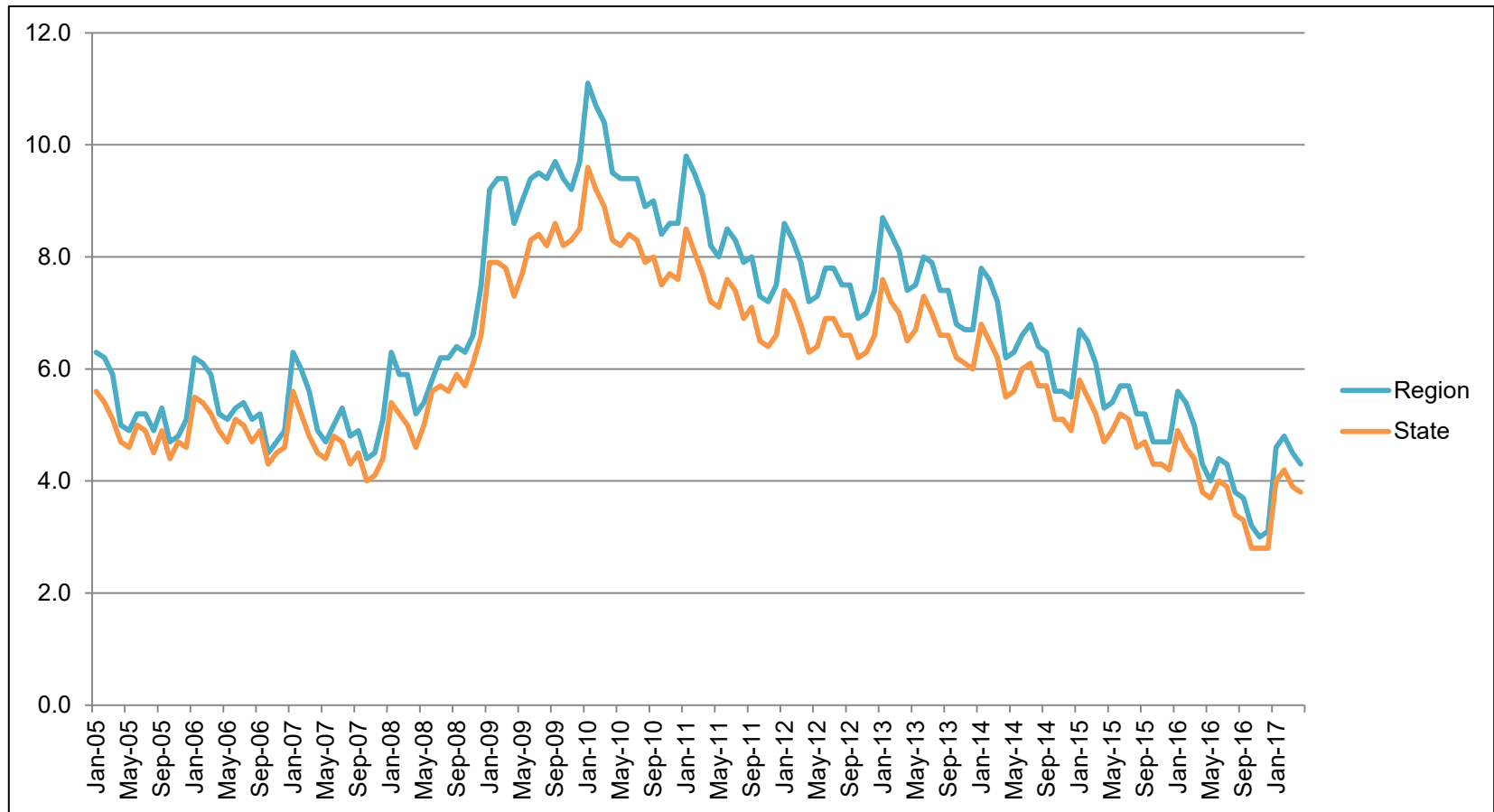
- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

Employer Demand Data

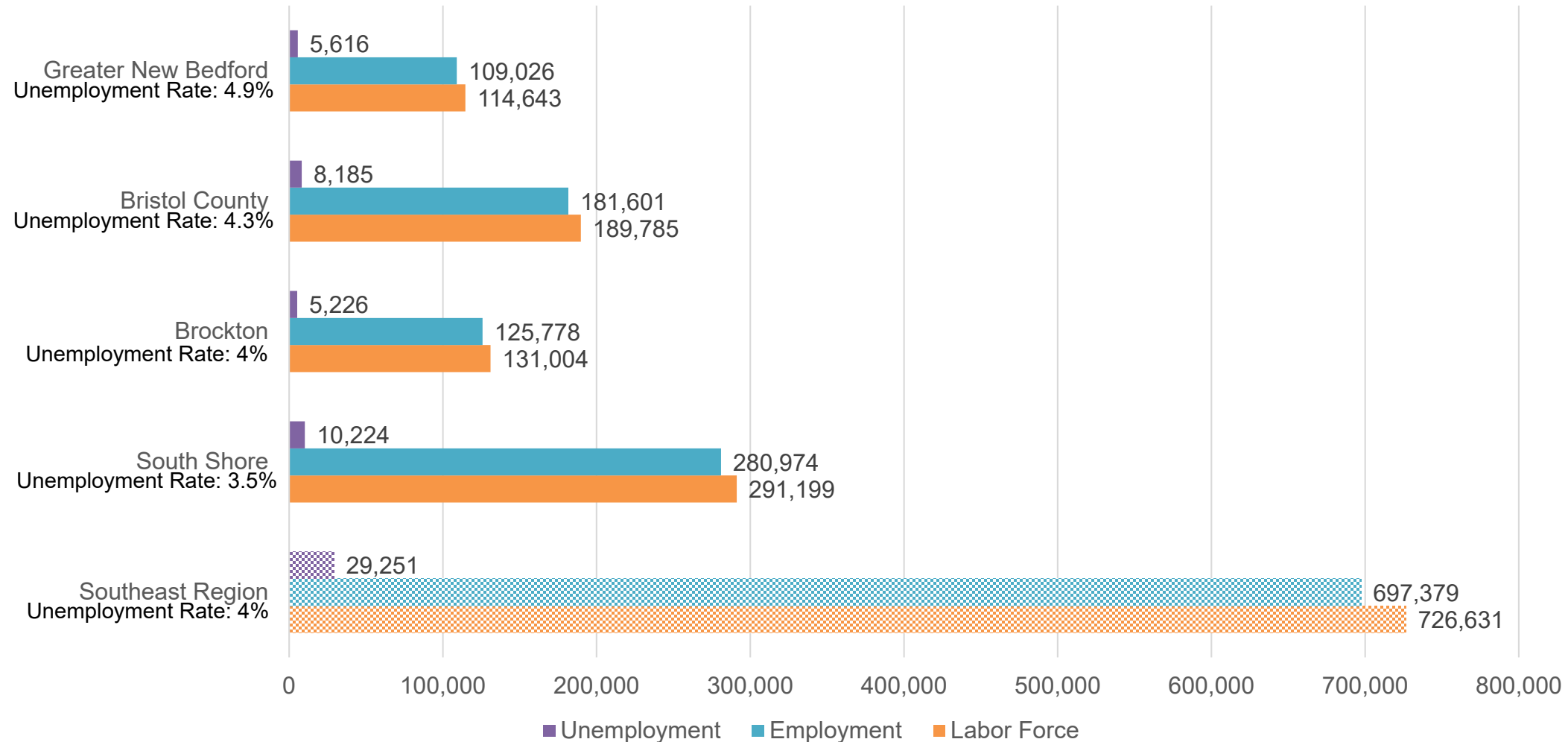
- **Contextual data** illustrates broadly the employment patterns in the region.
- **Industry data** shows which **employers** are prominent in the region.
- **Occupation data** shows which **jobs** people in the region do. People often perform the same jobs at different types of employers, and in different 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

Southeast MA's unemployment rates tend to exceed those of the Commonwealth by an average of approximately .4%.

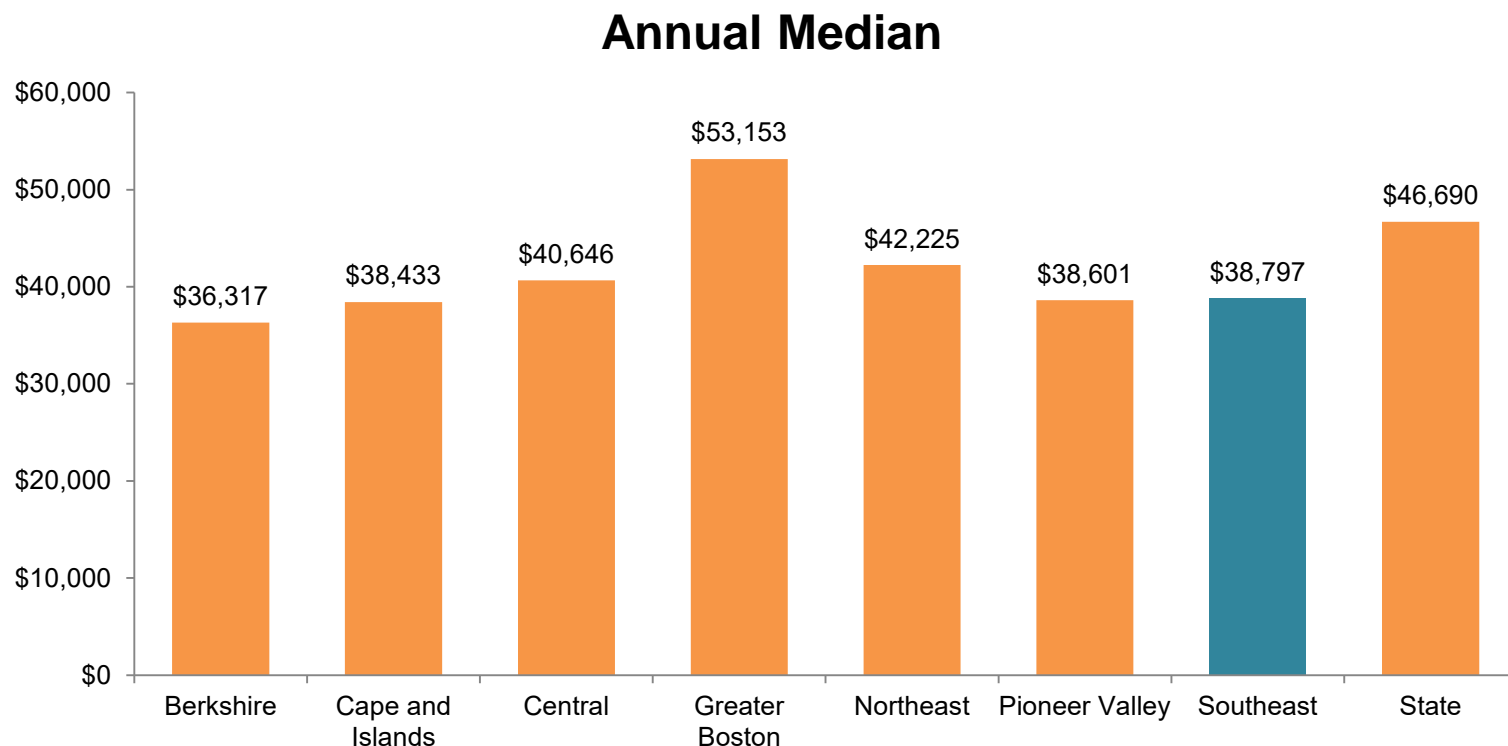


Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

Southeast MA rivals its neighbor, the Cape and Islands, for wage, but borders Greater Boston, home to the region's highest median wage.



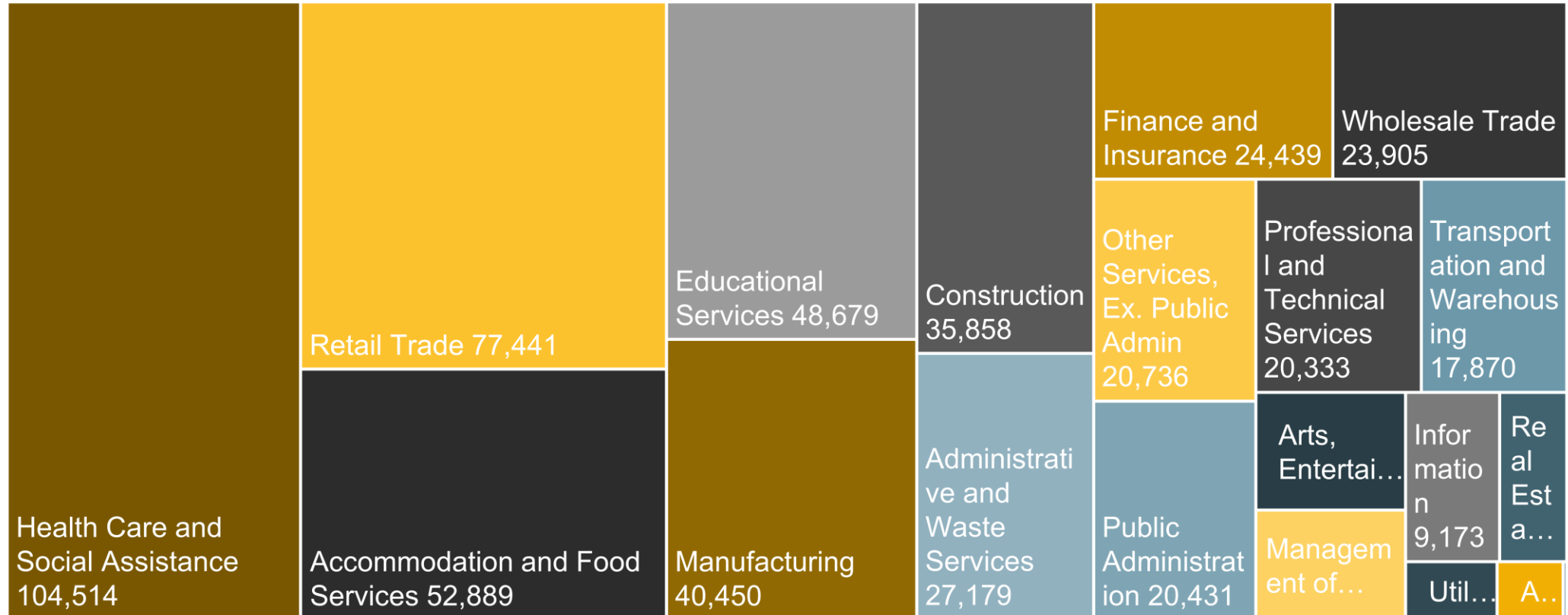
Occupational Employment Statistics Wages, 2015

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

Southeast Region Sector Makeup

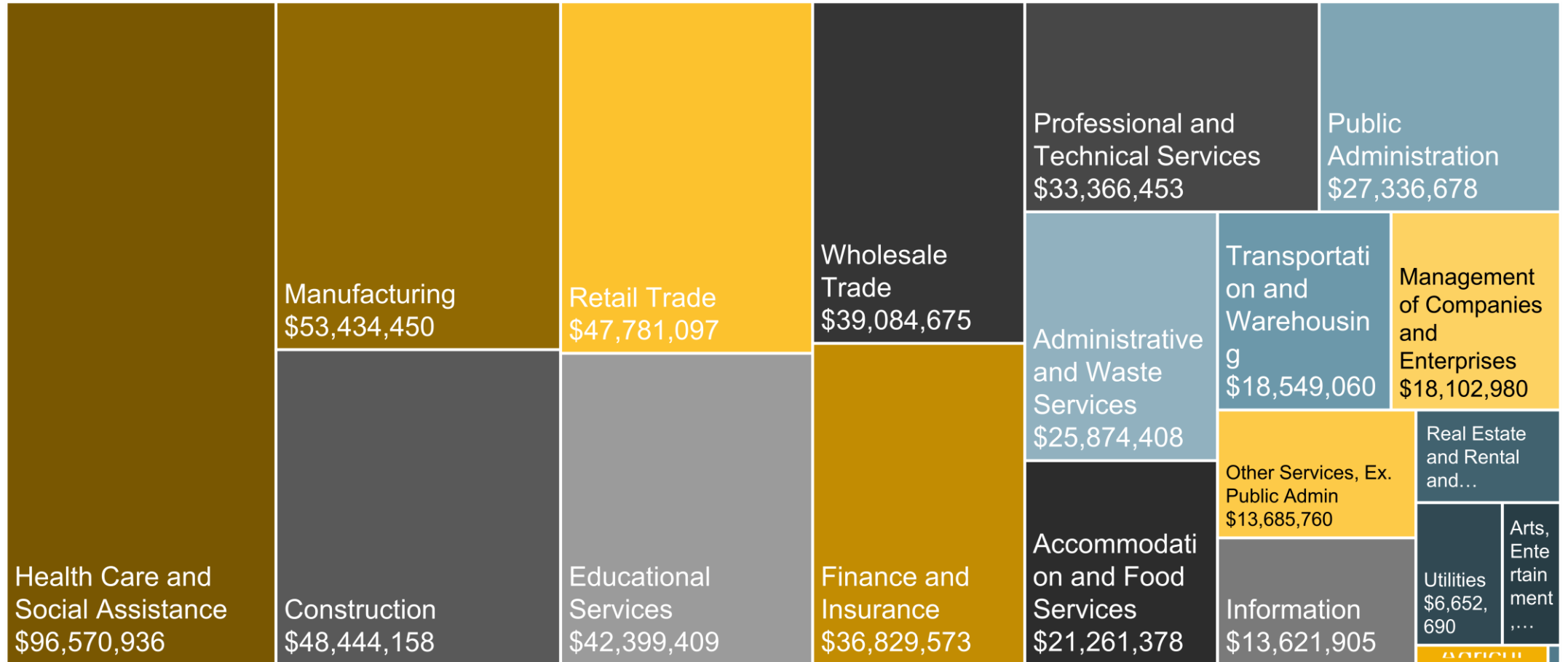
by total employment



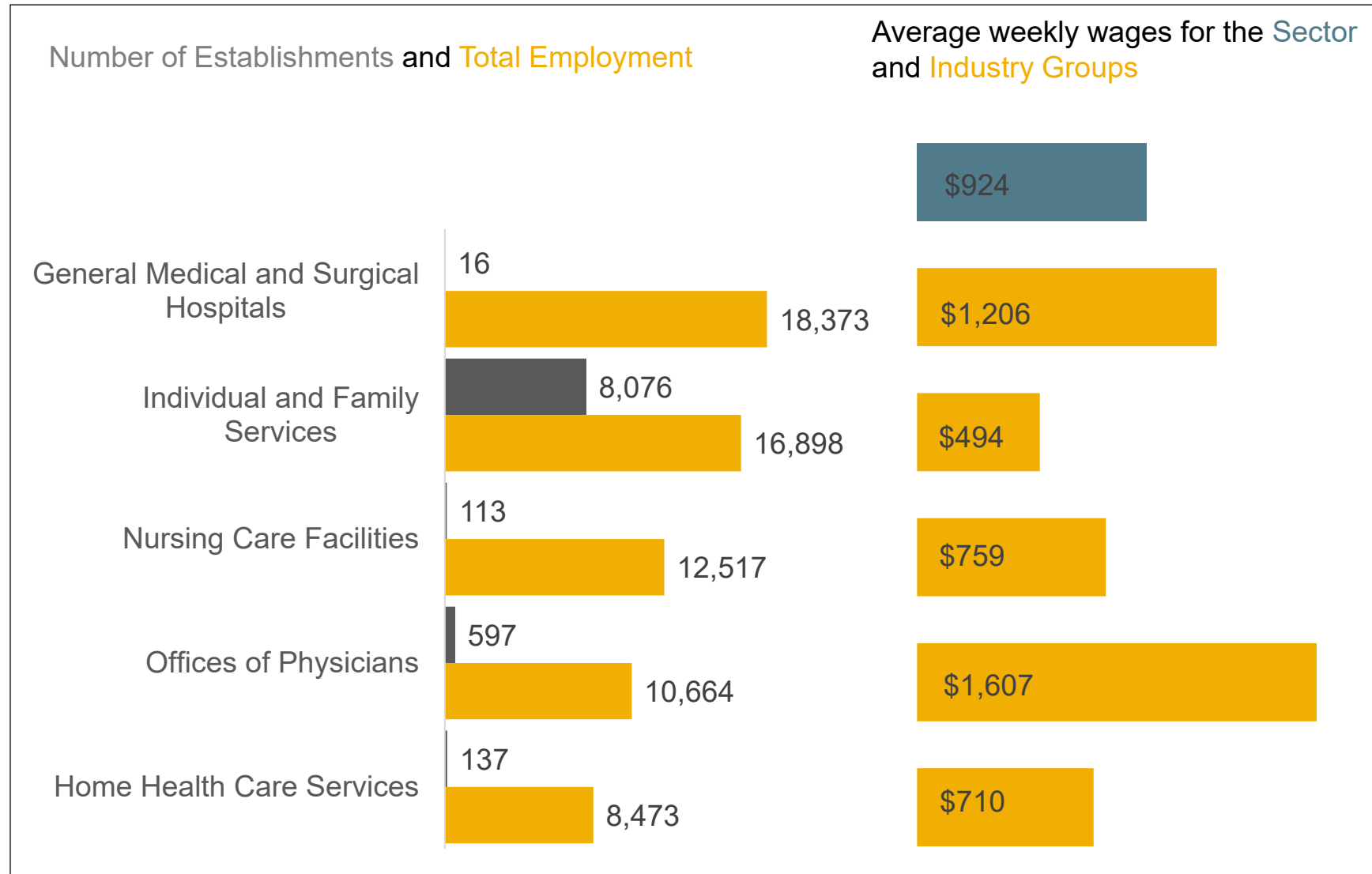
Arts: 10,163
 Management: 9,478
 Real Estate: 6,547
 Utilities: 3,070
 Agriculture: 2,214

Southeast Region Sector Makeup

by total wages

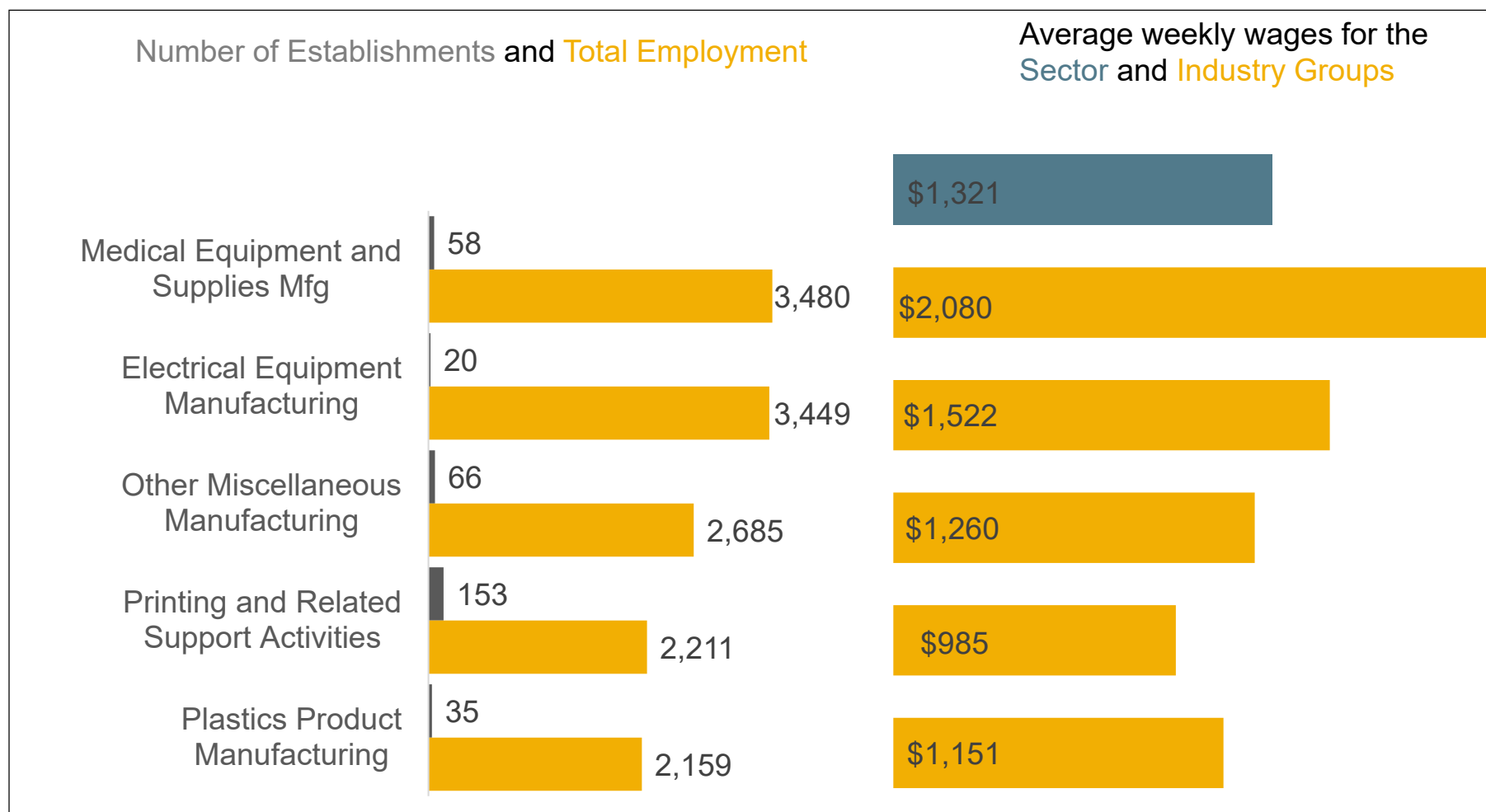


Health Care Industry Groups



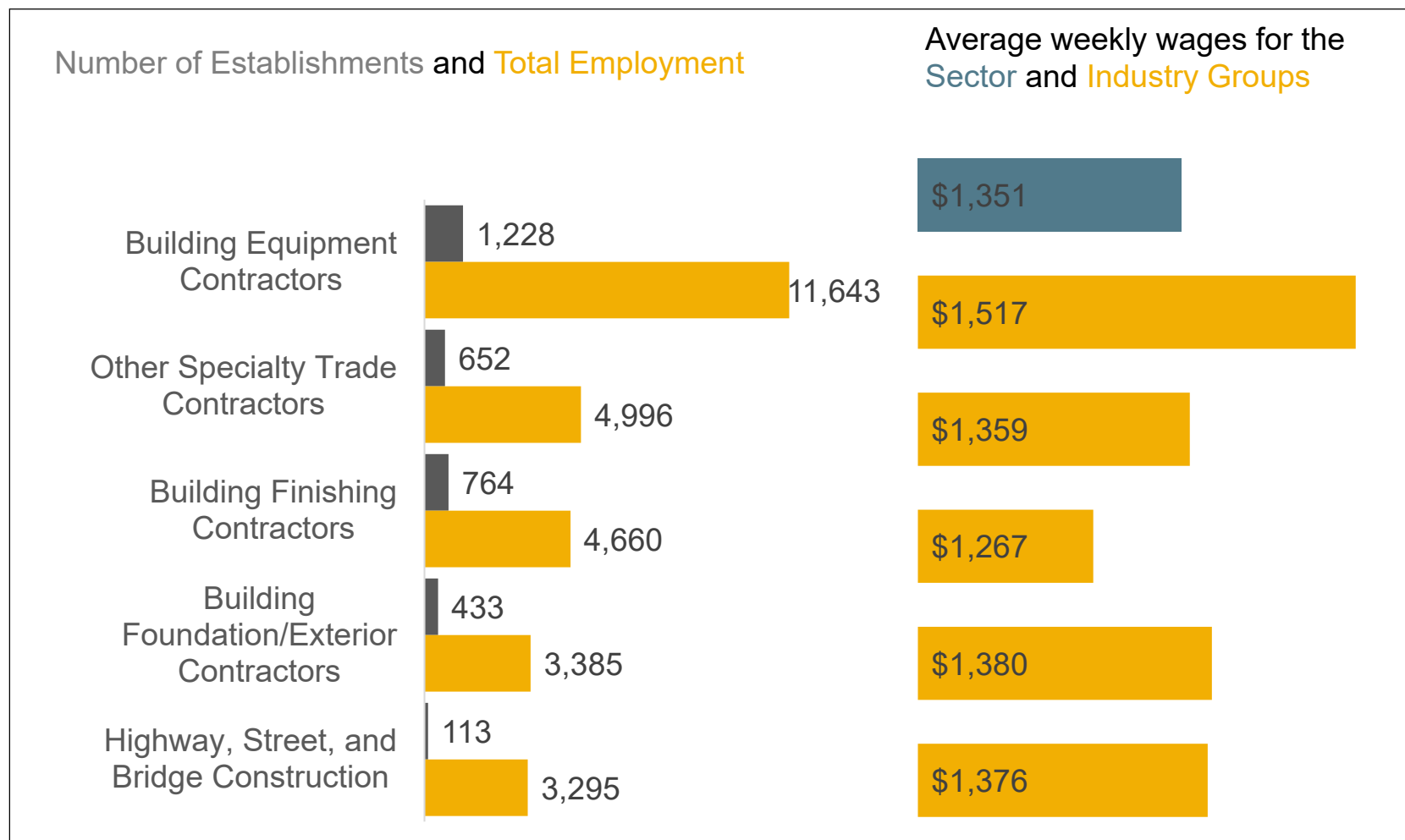
Largest Employers by 12-month Job Postings	
Employer	Postings
South Shore Hospital	265
Signature Healthcare	199
Kindred Healthcare	153
Life Care Centers of America	148
Steward Health Care System, LLC	131

Manufacturing Industry Groups



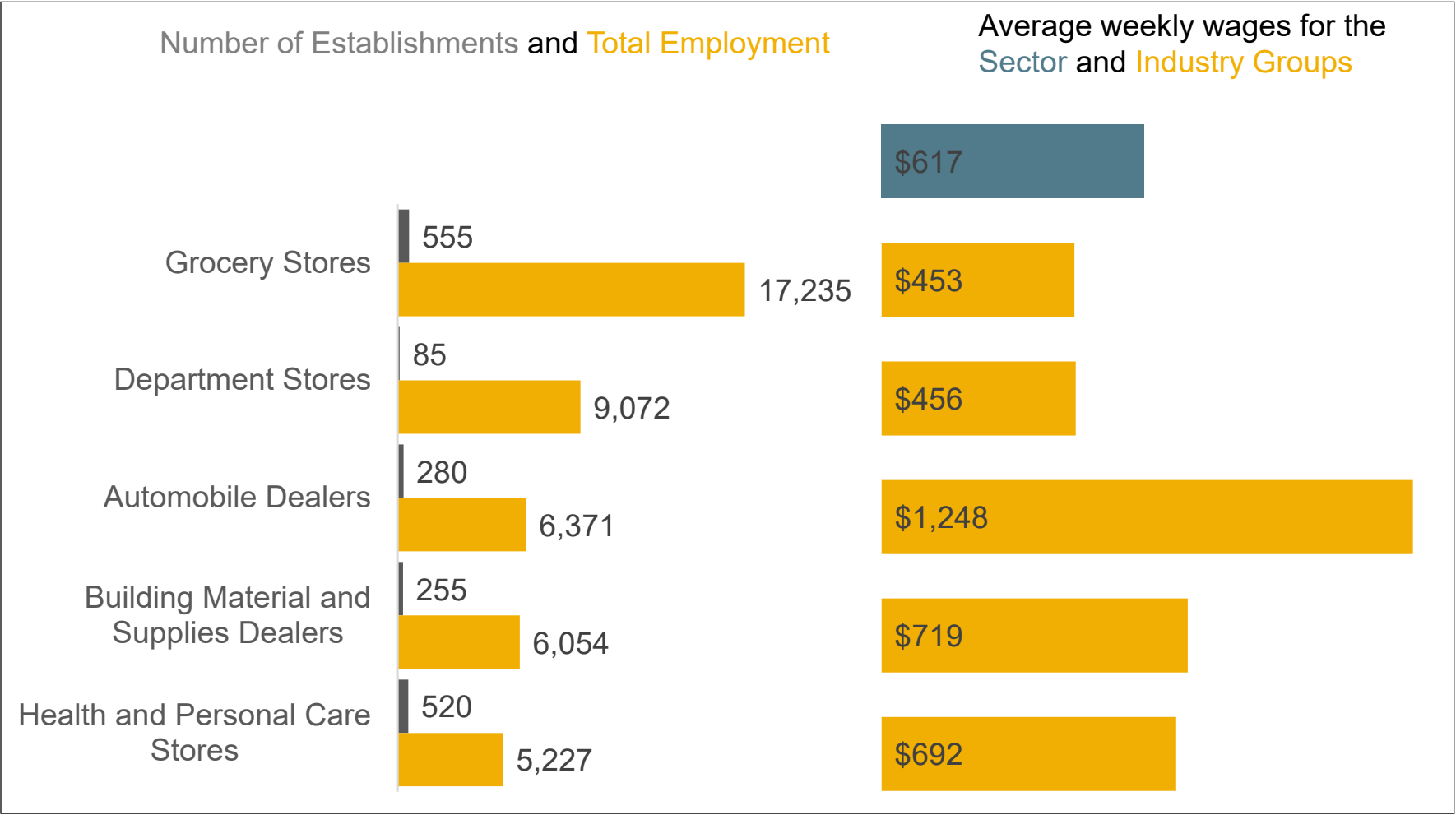
Largest Employers by 12-month Job Postings	
Employer	Postings
Johnson and Johnson Family of Companies	389
Haemonetics Corporation	372
General Dynamics	76
Blount Fine Foods	68
Smith & Nephew Inc.	63

Construction Industry Groups



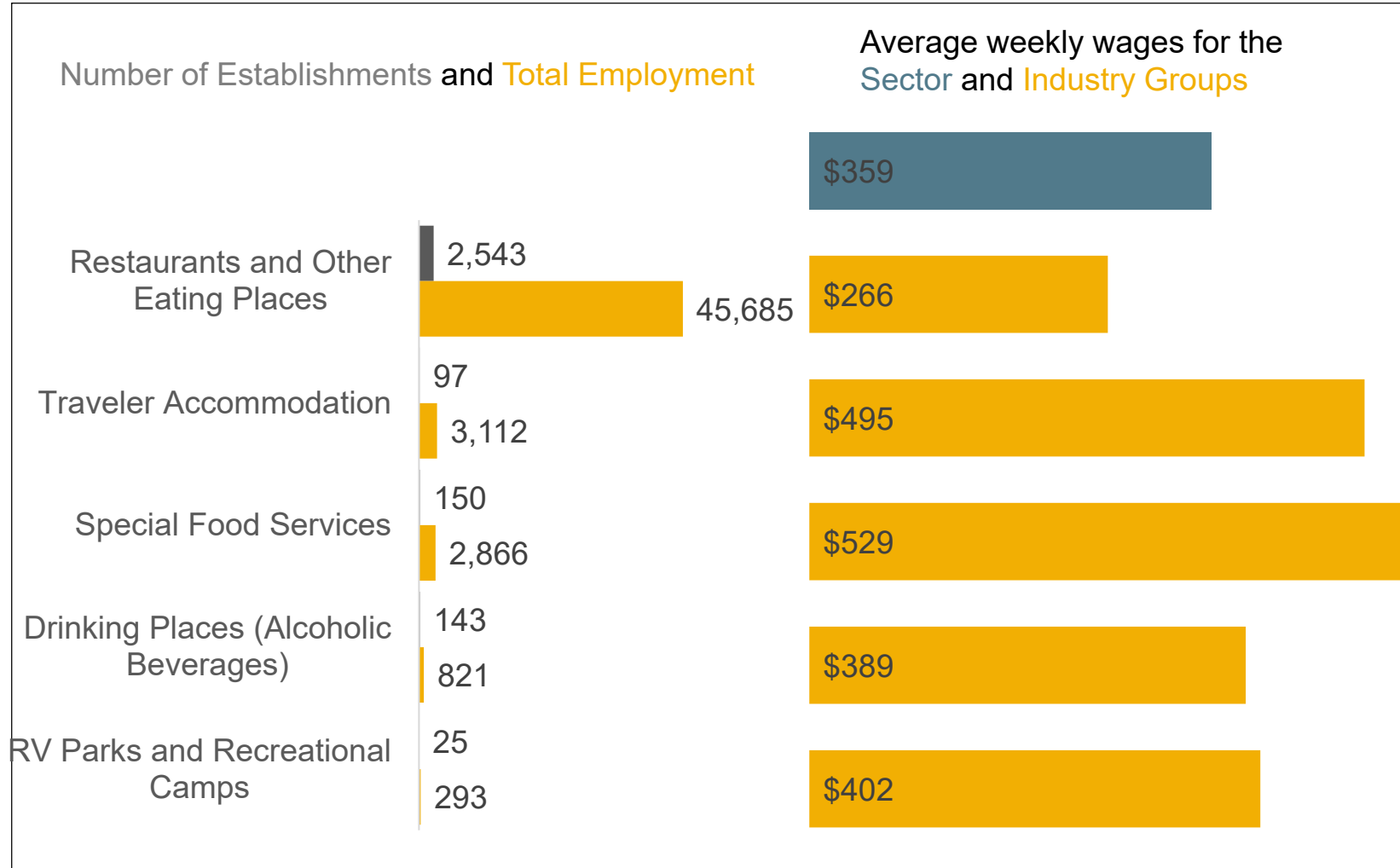
Largest Employers by 12-month Job Postings	
Employer	Postings
DISH Network Corporation	64
State of Massachusetts	44
CAREGIVER Homes	15
American Residential Services	12
T&K Asphalt Services	10

Retail Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Lowe's	846
Target Corporation	458
Macy's	408
Bridgestone	235
Kohl's Corporation	175

Accommodation Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Red Robin	116
Dell	103
Panera Bread	81
Chipotle	65
Marriott	60

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

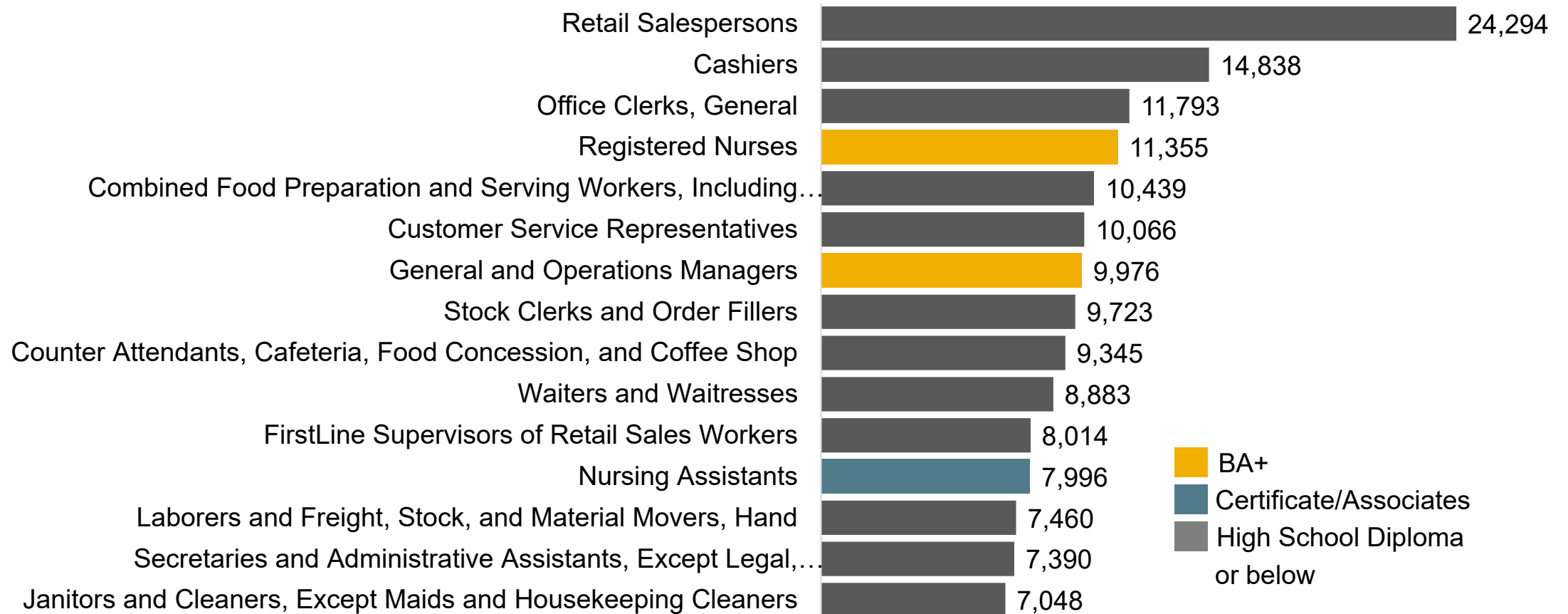
C3. Occupations Indexed by Demand Star Ranking

What jobs are people doing, and what types of work do employers need people to do.

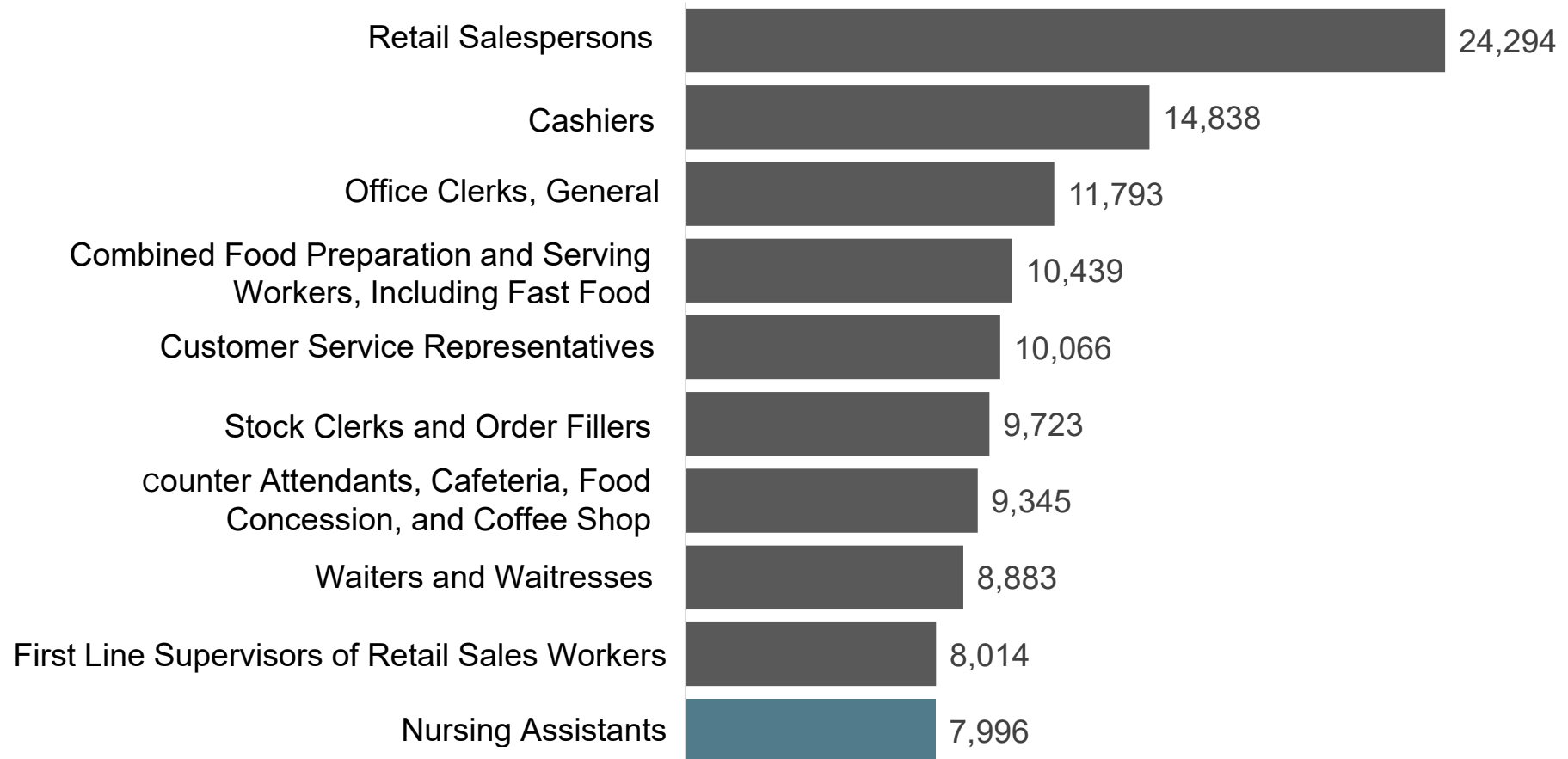
Occupation Terminology

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

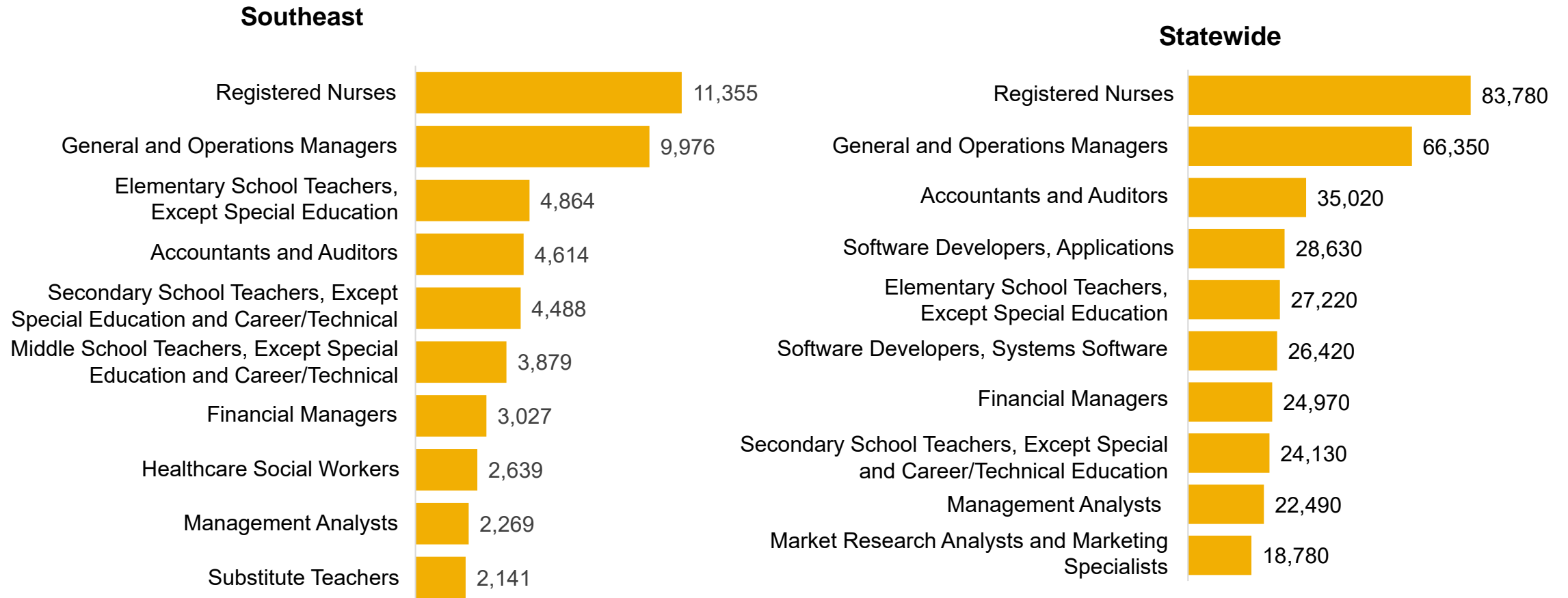
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



Top 10 Occupation by Employment Share, 2015, BA+



Employer Demand Terminology

Employment Projections

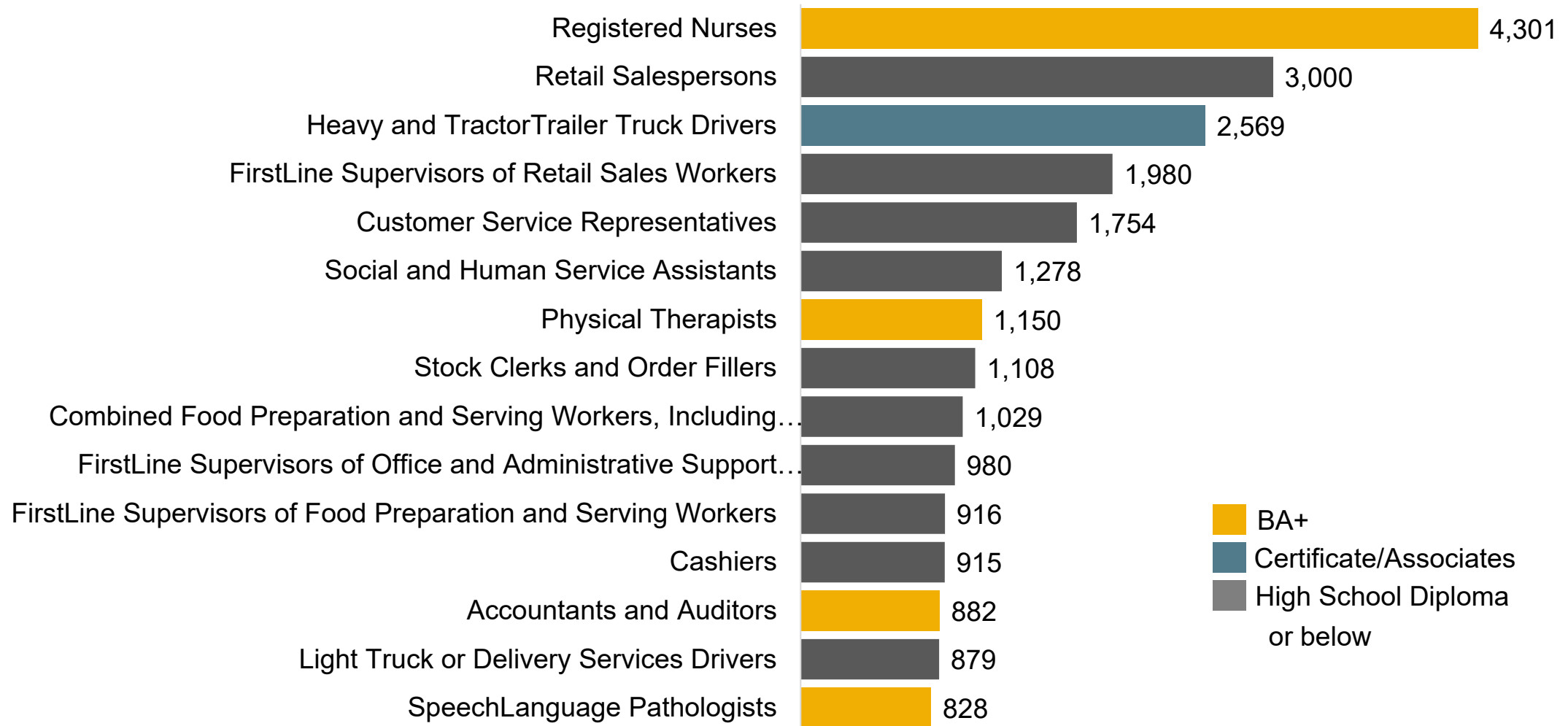
Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers

Weighted Employer Demand

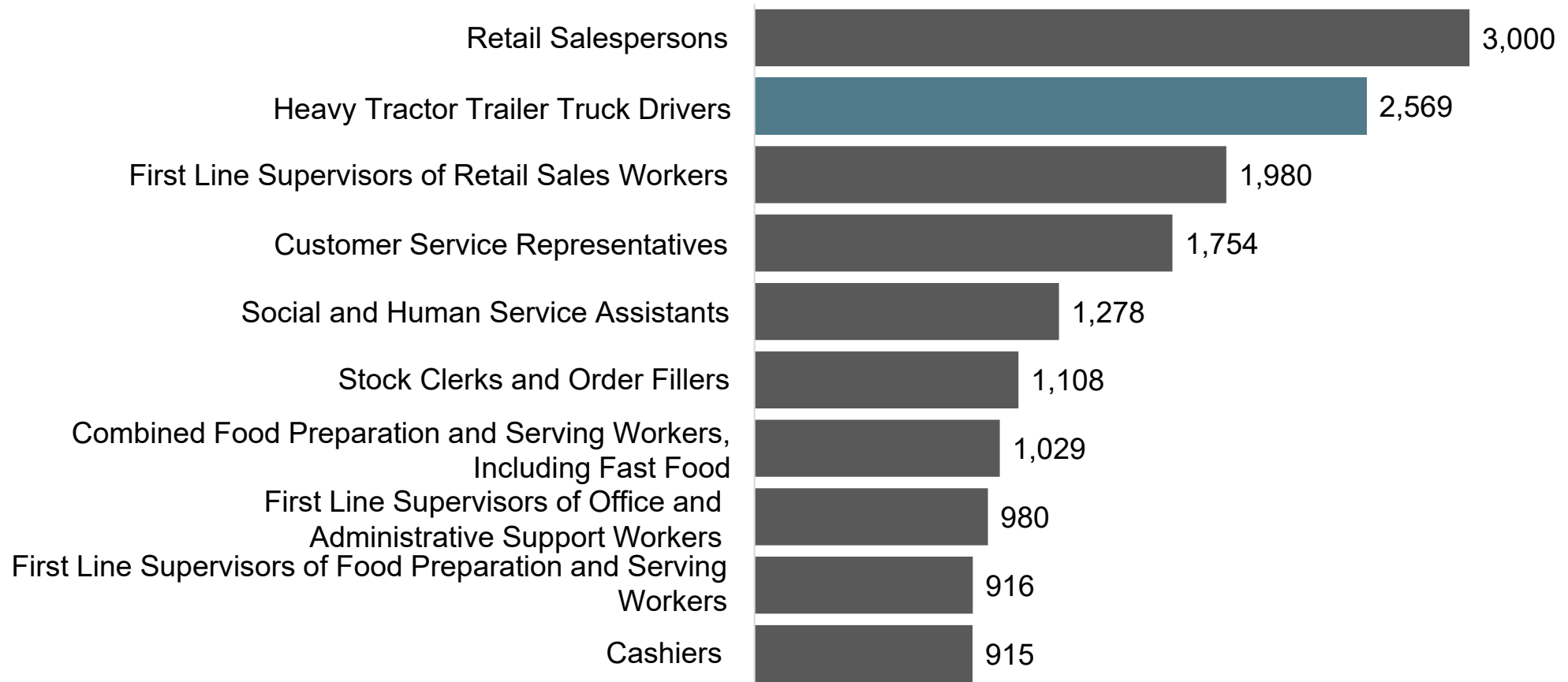
Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged

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

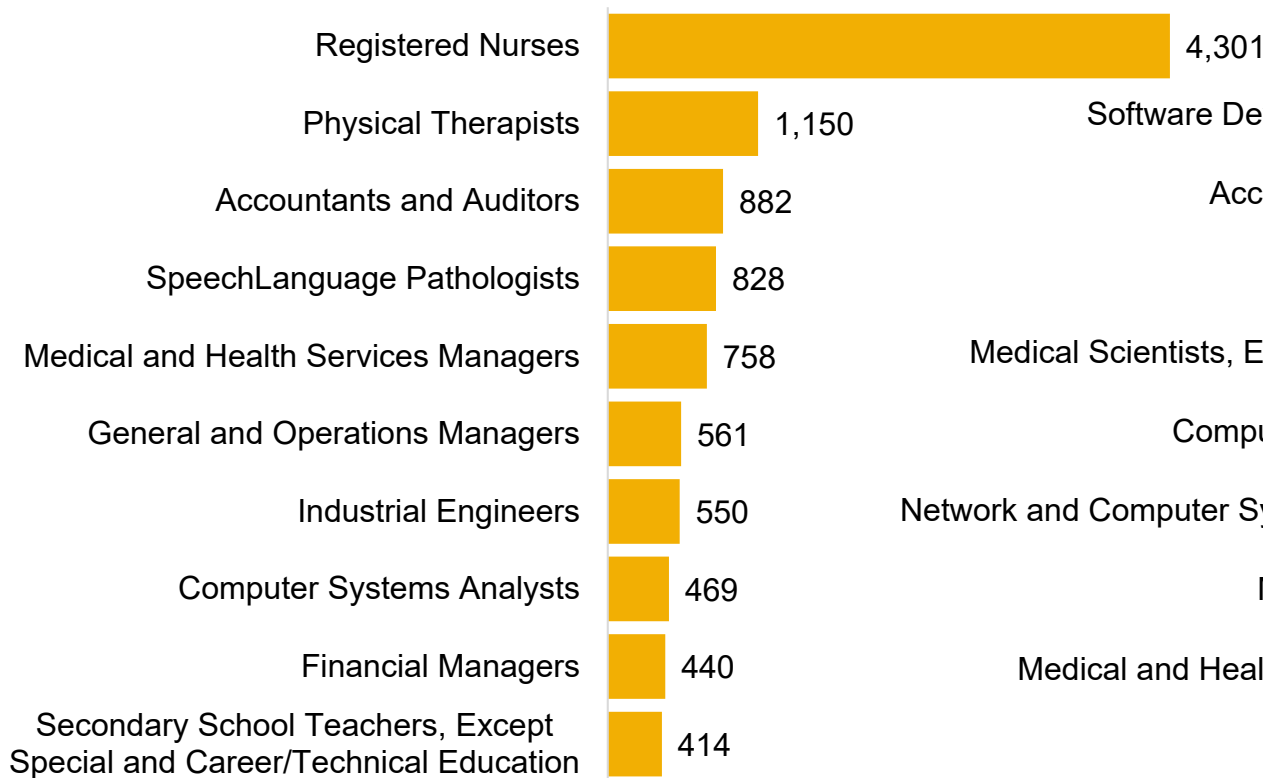


Top 15 Occupations by Indexed Employer Demand, Sub-BA

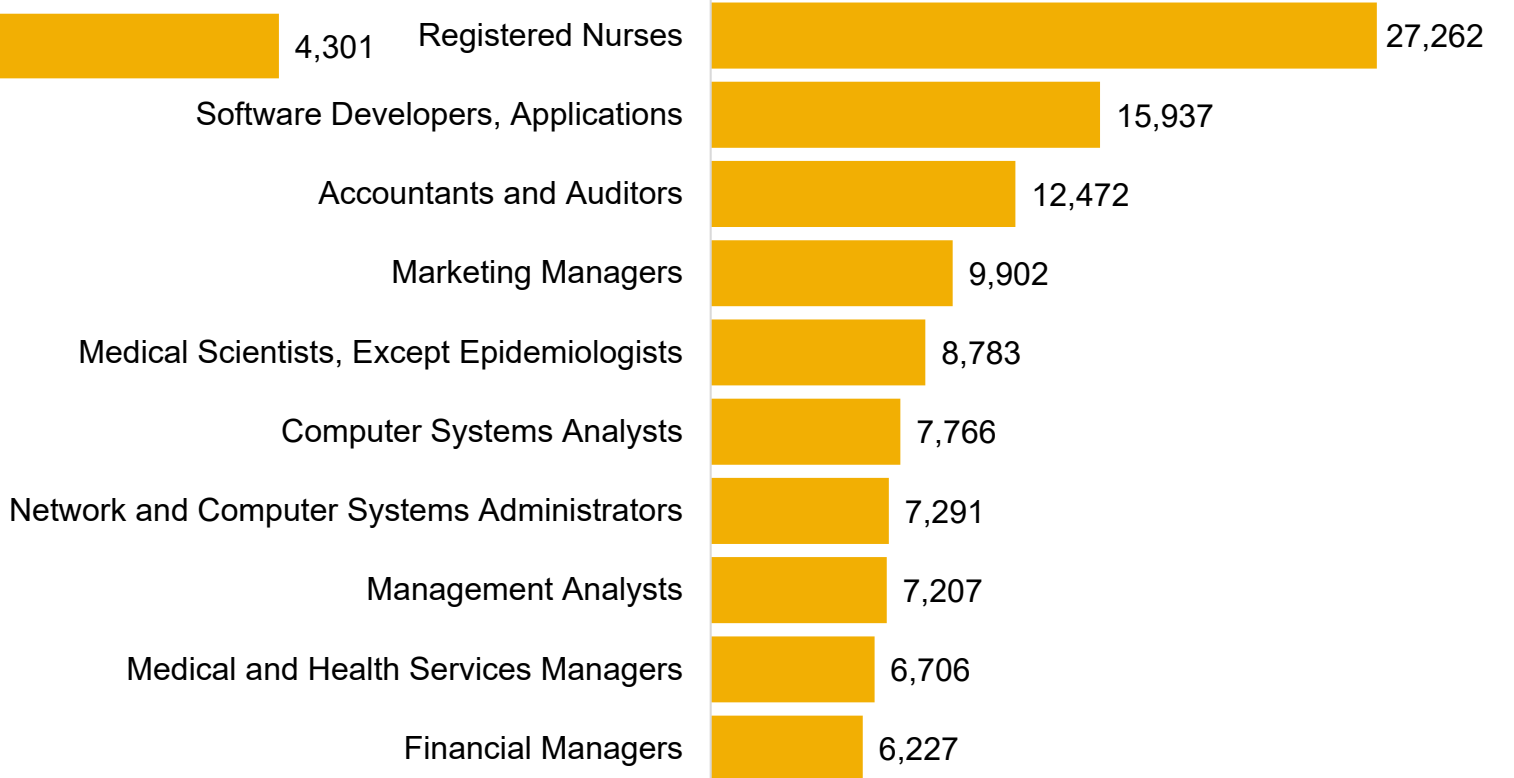


Top 10 Occupations Requiring a BA by Indexed Employer Demand

Southeast Region



Statewide



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	Demand STARS	Associated Industry	Annual Median Wages
Transportation, Storage, and Distribution Managers	4	Transportation and Warehousing	\$77,660
Food Service Managers	4	Accommodation and Food Services	\$55,019
Property, Real Estate, and Community Association Managers	5	Real Estate and Rental and Leasing	\$81,055
Claims Adjusters, Examiners, and Investigators	4	Finance and Insurance	\$68,750
FirstLine Supervisors of Police and Detectives	4	Public Administration	\$90,240
Police and Sheriff's Patrol Officers	4	Public Administration	\$62,743
Chefs and Head Cooks	4	Accommodation and Food Services	\$50,296
FirstLine Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	4	Administrative and Waste Services	\$44,203
FirstLine Supervisors of Retail Sales Workers	4	Retail Trade	\$42,599
FirstLine Supervisors of NonRetail Sales Workers	5	Retail Trade	\$83,744
Insurance Sales Agents	4	Finance and Insurance	\$58,947
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	Wholesale Trade	\$62,715

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

Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
Web Developers	4	Professional and Technical Services	\$60,924
Computer User Support Specialists	4	Professional and Technical Services	\$55,342
Respiratory Therapists	4	Health Care and Social Assistance	\$66,822
Dental Hygienists	4	Health Care and Social Assistance	\$84,601
Cardiovascular Technologists and Technicians	4	Health Care and Social Assistance	\$71,590
Diagnostic Medical Sonographers	4	Health Care and Social Assistance	\$85,447
Radiologic Technologists	4	Health Care and Social Assistance	\$70,650
Magnetic Resonance Imaging Technologists	4	Health Care and Social Assistance	\$84,830
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	\$54,209
Occupational Therapy Assistants	4	Health Care and Social Assistance	\$59,160
Physical Therapist Assistants	4	Health Care and Social Assistance	\$58,469
Dental Assistants	4	Health Care and Social Assistance	\$42,246
Medical Assistants	4	Health Care and Social Assistance	\$34,569
Telecommunications Equipment Installers and Repairers, Except Line Installers	4	Information	\$71,759
Automotive Service Technicians and Mechanics	4	Retail Trade	\$44,387
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4	Construction	\$53,519
Heavy and TractorTrailer Truck Drivers	4	Construction	\$46,788

Selected 5-Star Occupations Requiring a BA+

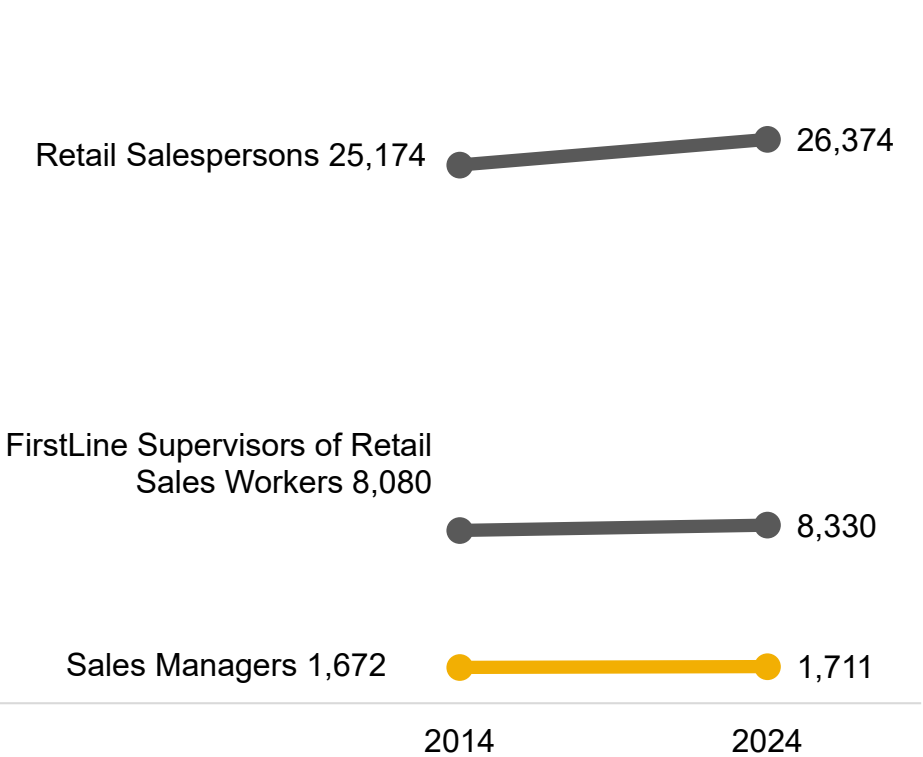
Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
General and Operations Managers	5	Professional and Technical Services	\$96,257
Advertising and Promotions Managers	4	Professional and Technical Services	\$91,976
Marketing Managers	5	Professional and Technical Services	\$119,113
Sales Managers	5	Retail Trade	\$121,640
Public Relations and Fundraising Managers	4	Educational Services	\$110,368
Administrative Services Managers	4	Professional and Technical Services	\$86,317
Computer and Information Systems Managers	5	Professional and Technical Services	\$122,022
Financial Managers	5	Finance and Insurance	\$92,770
Industrial Production Managers	4	Manufacturing	\$97,019
Purchasing Managers	4	Manufacturing	\$105,845
Human Resources Managers	4	Professional and Technical Services	\$93,508
Training and Development Managers	4	Professional and Technical Services	\$125,488
Construction Managers	4	Construction	\$98,050
Education Administrators, Preschool and Childcare Center/Program	4	Educational Services	\$52,306
Education Administrators, Elementary and Secondary School	5	Educational Services	\$105,419

D. Career Pathways

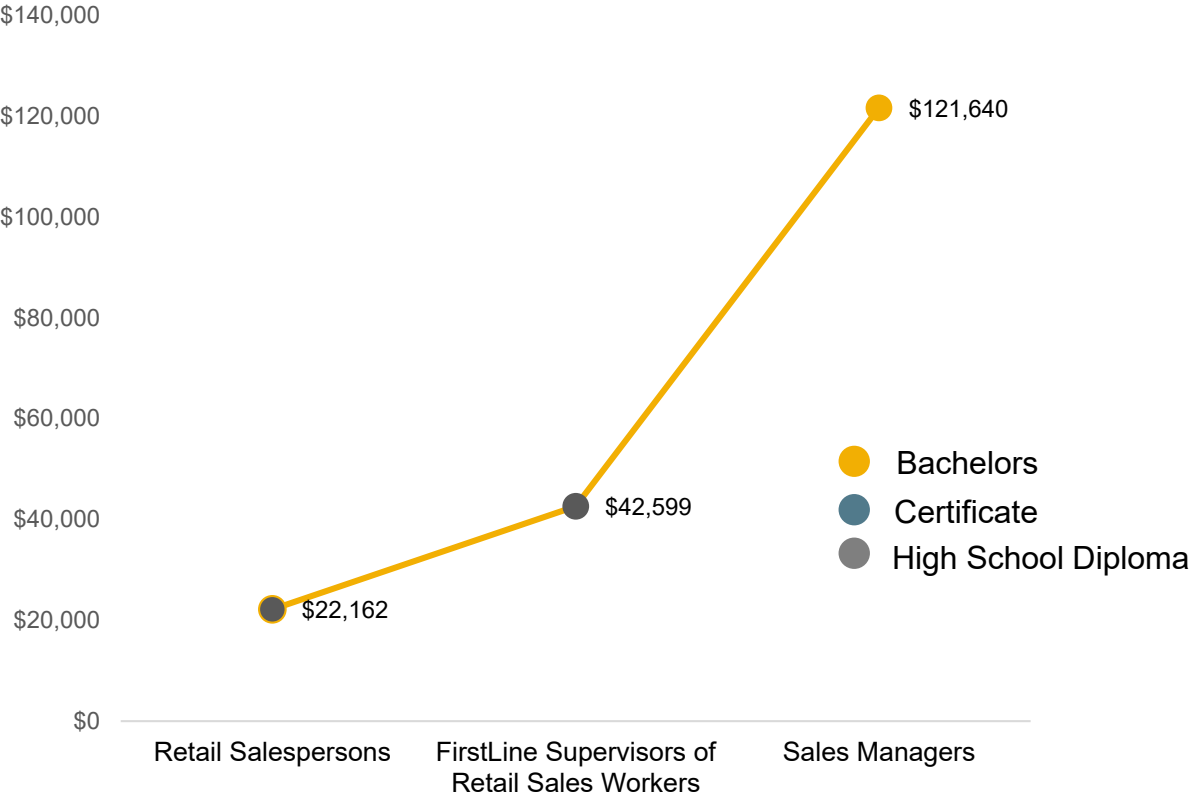
- *Projected employment and median earnings for key career pathways important to the region*

Retail Career Pathway

Projected Employment

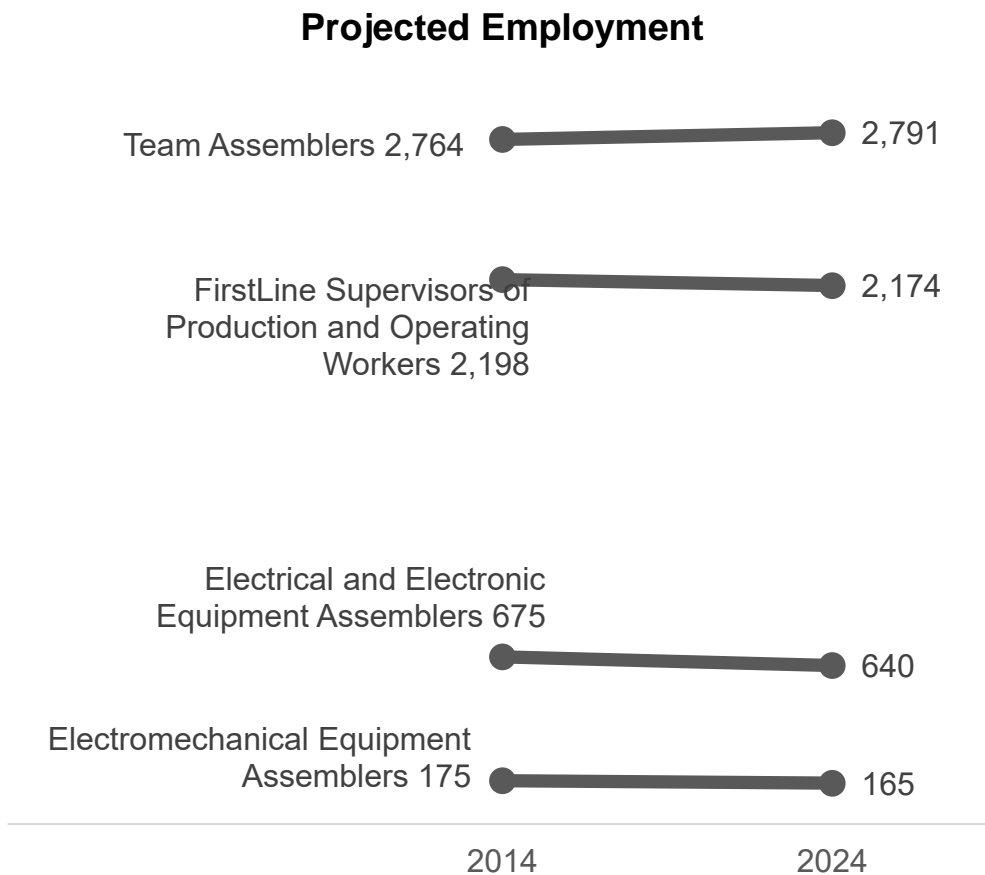


Median Annual Wages



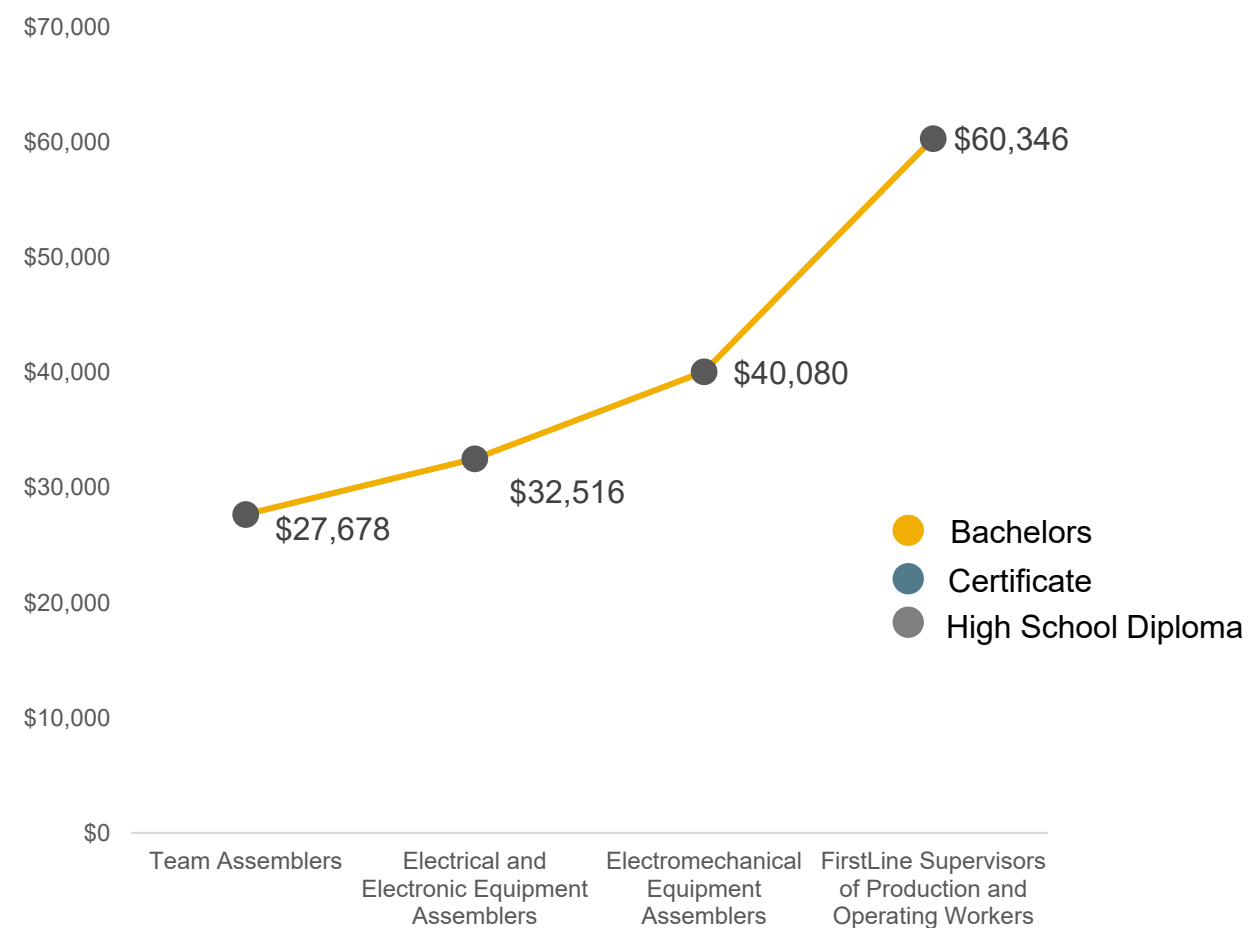
Manufacturing Career Pathway

Projected Employment



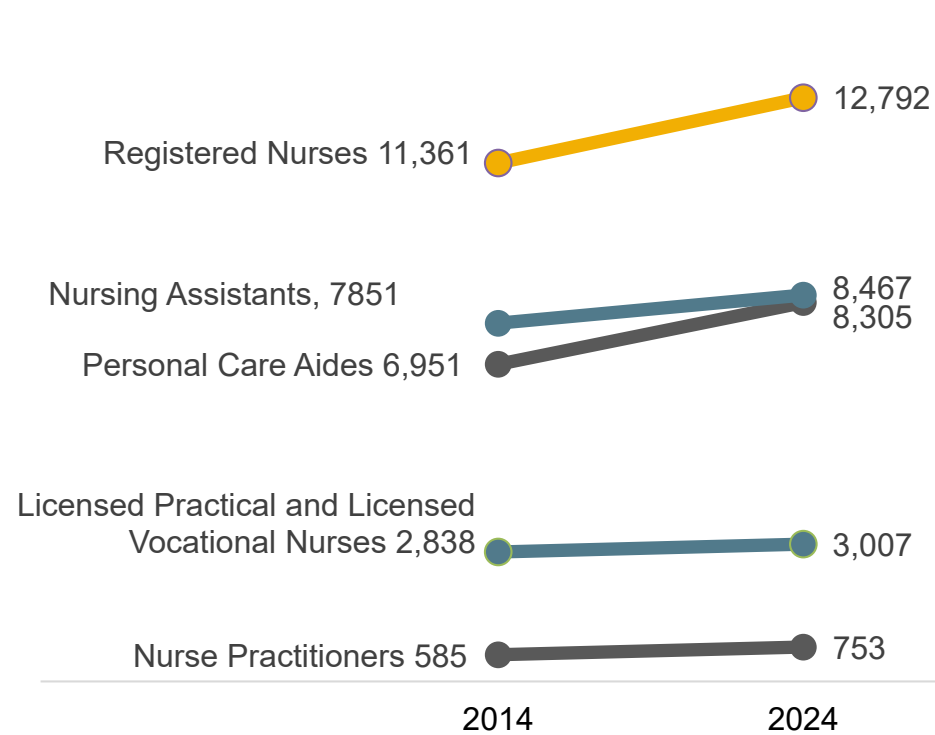
Occupational Employment Statistics, 2014-2024

Annual Median Wages

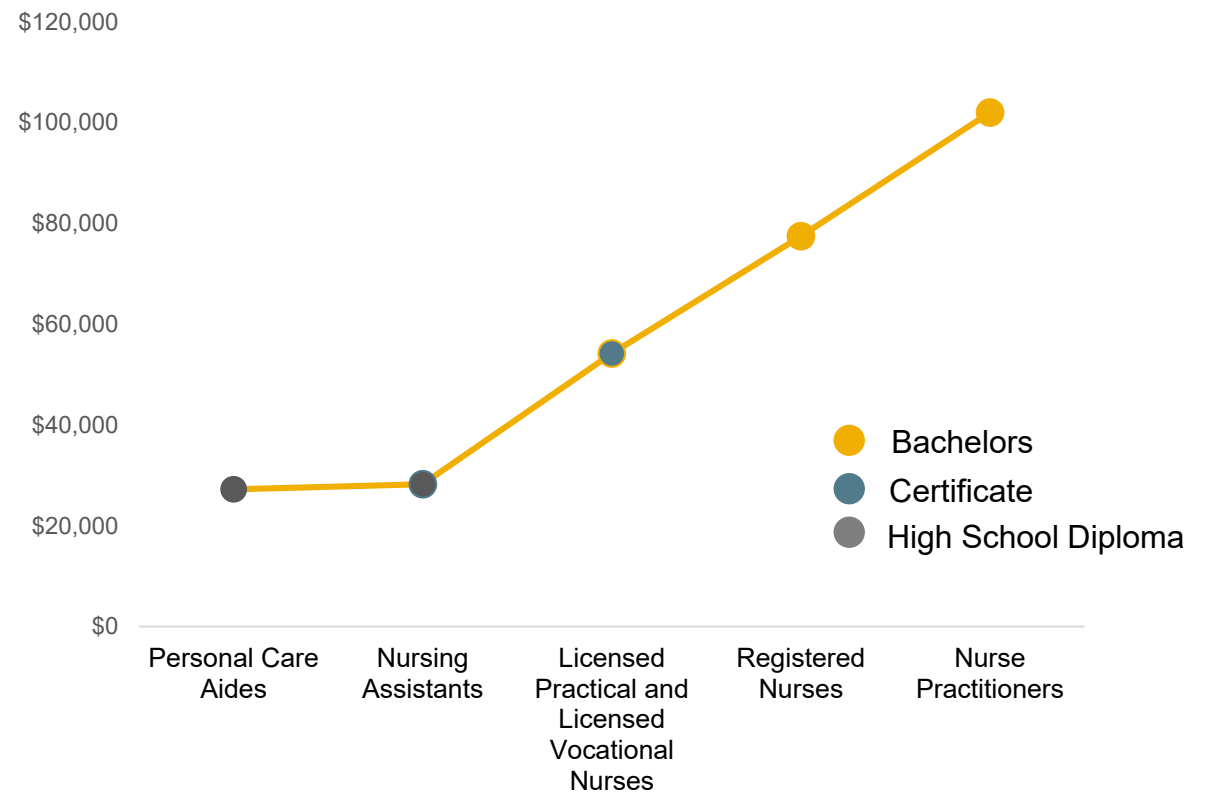


Nursing Career Pathway

Projected Employment

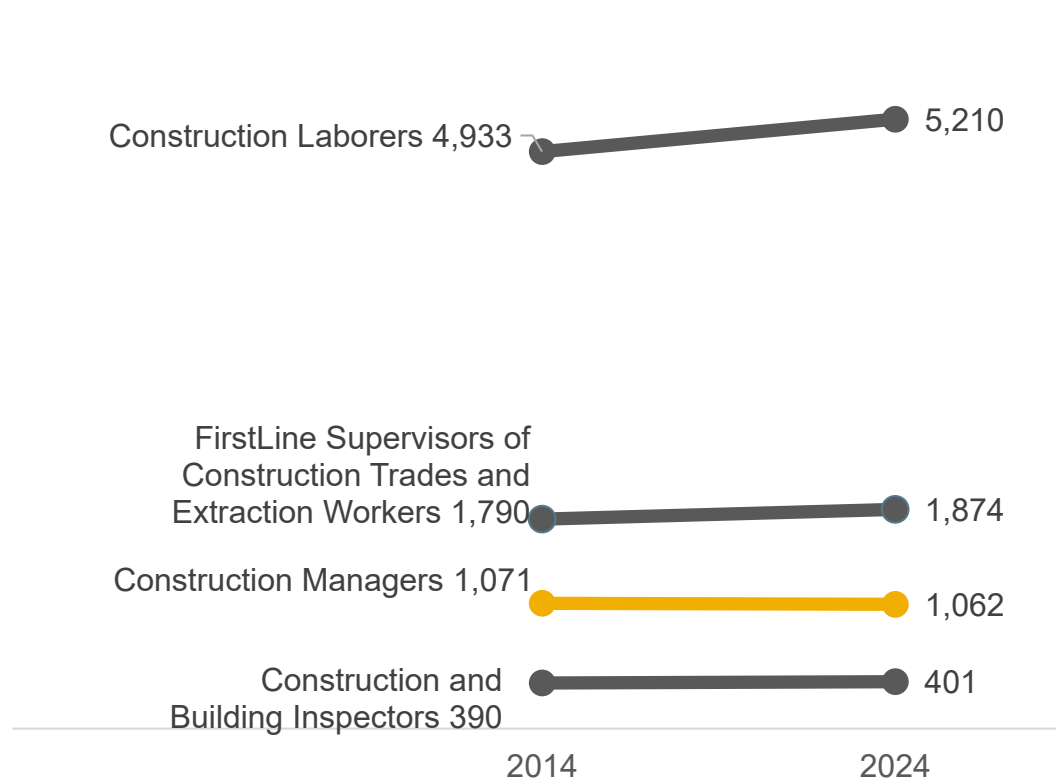


Median Annual Wage

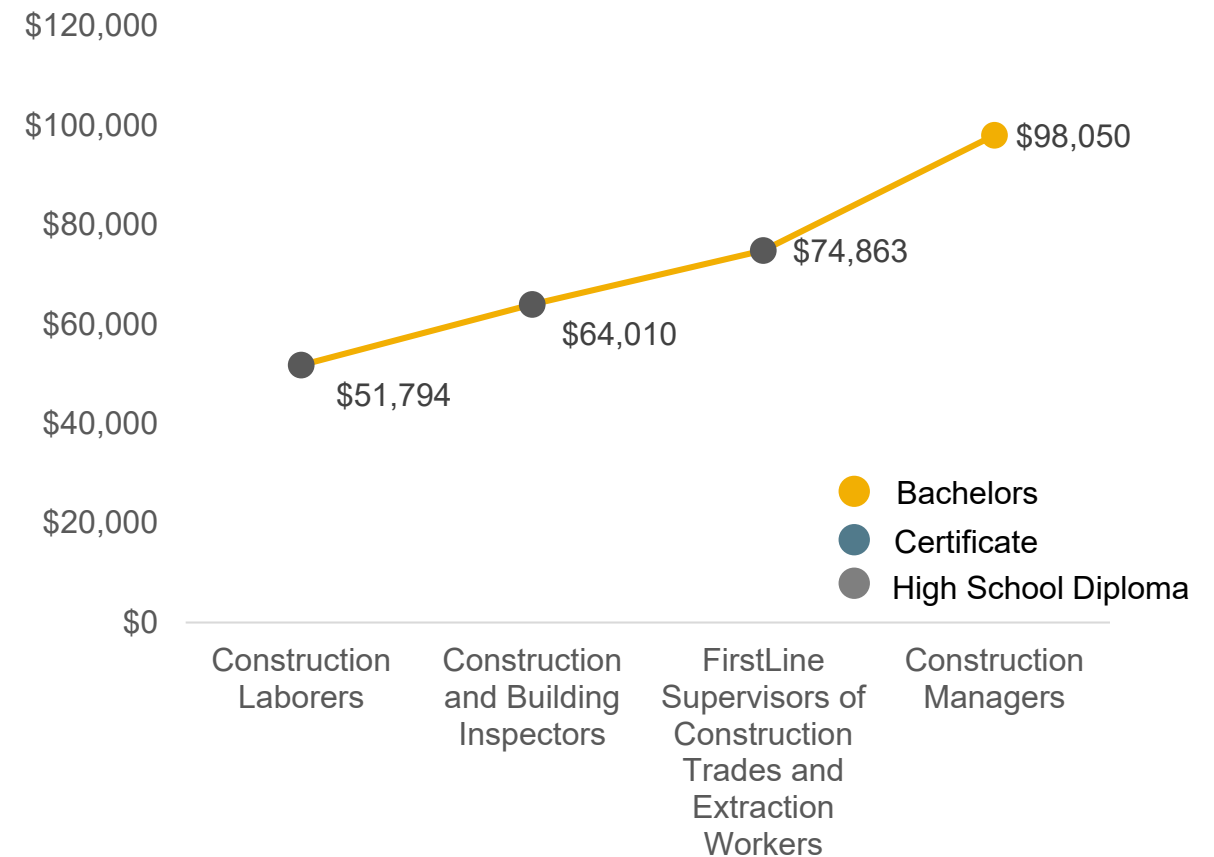


Construction Career Pathway

Projected Employment



Median Annual Wage



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...

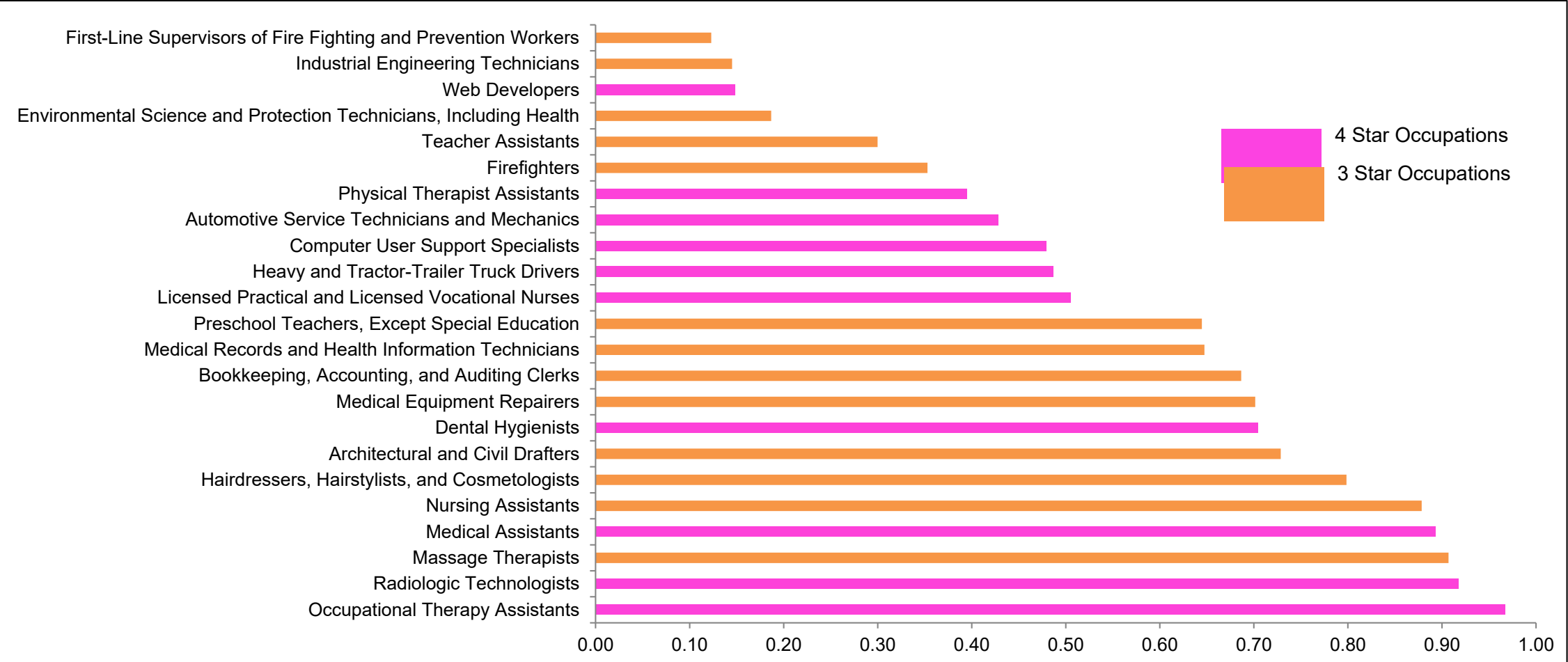
- Unique UI claims, 2016 (DUA)
- Relevant completer data
 - Voc-Tech completers, 2013-2015 average (DESE), 50% available*
 - Community College completers, 2013-2015 average (DHE), 90% available
 - State University completers, 2013-2015 average (DHE), 71% available
 - Private University completers, 2013-2015 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

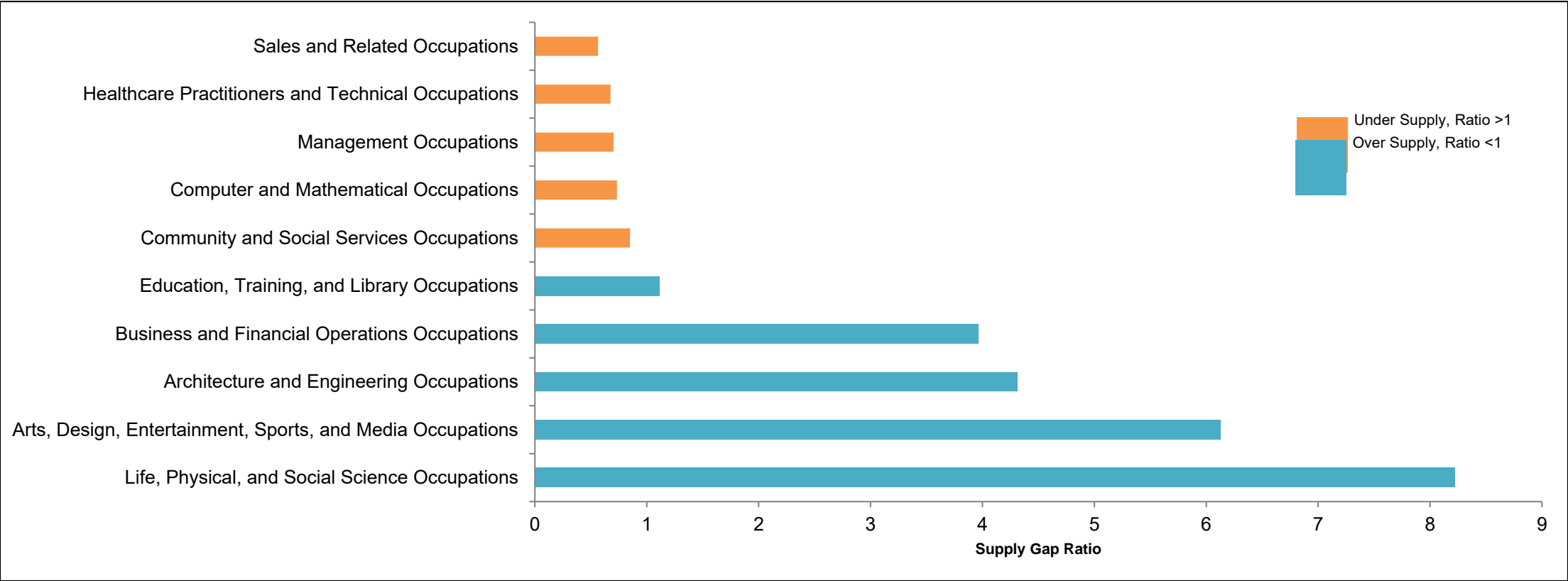
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, transportation, and a number of installation professions face supply gaps.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 20+ Demand Index only

State Supply Gap Overview: BA Clusters

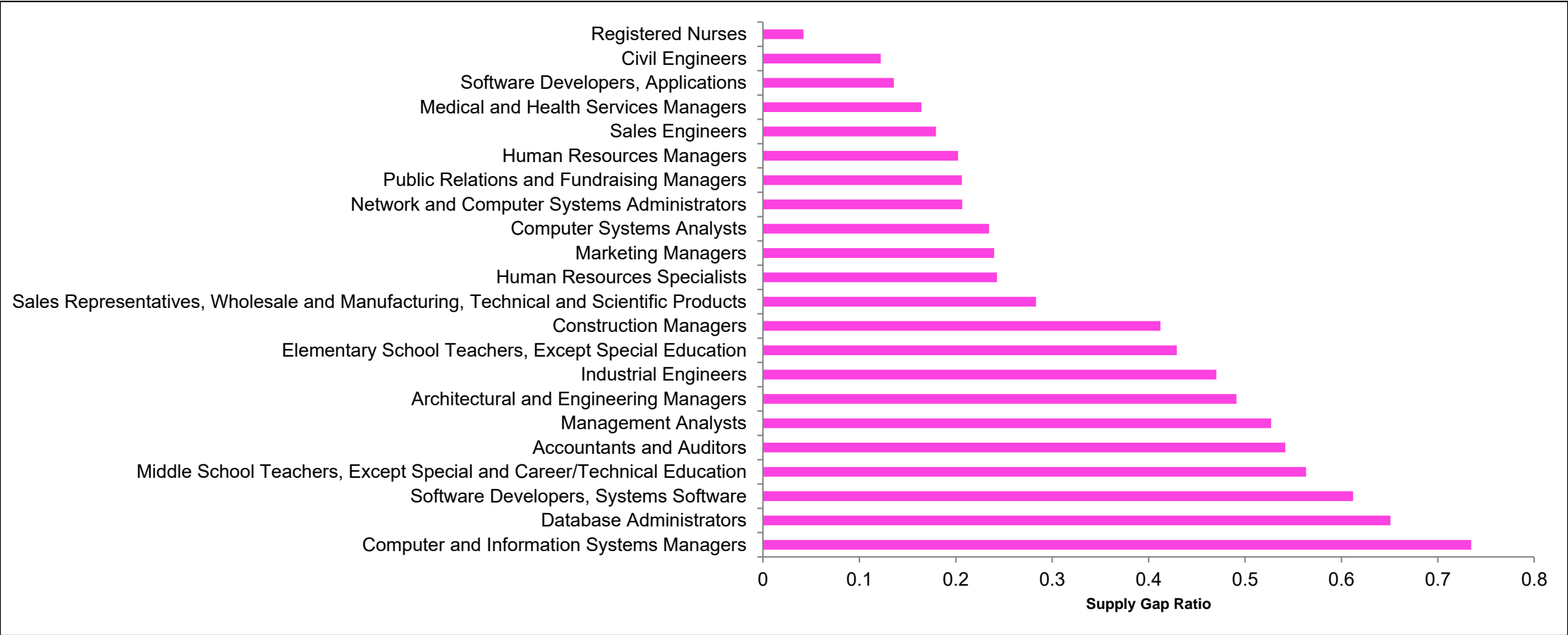
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

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

Bachelor's Degree

- Across the State, we expect supply gaps in 4 and 5 star occupations primarily in STEM fields, with an emphasis on Healthcare and Computer and Mathematical occupations.

Bristol Workforce Investment Board

Local Area Information Related to Adult Education and Literacy

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

The Bristol WIB will look to align workforce development activities with adult education and literacy activities in the following ways:

- Increase coordination between ABE providers and all career center partners by implementing increased coordinated intake, assessment, case management, job readiness and placement activities.
- Increase implementation of contextualized curriculum, greater intensity of service, and integration of job readiness activities within ESOL/ABE classes.
- Provide regular labor market information updates to ABE providers and ensure that career exploration/readiness activities center on industry and occupational clusters that are in-demand with viable career pathways to a living wage.
- Encourage local partners to develop integrated basic skills-occupational training options over the traditional linear approach. This may include private training vendors, the local Community College and local community based organizations developing integrated ABE-GED-ESOL-occupational training components.
- In order to access occupational training programs, as well as certificate and degree programs available from local post-secondary institutions, Bristol will continue to aggressively address language and basic skills deficiencies through the utilization of intensive ESOL and GED classes funded through multiple sources.
- Work to integrate work maturity/"soft skills" within ABE programming in the region.
- Implement a professional development plan for cross-agency training among workforce development, ABE providers and Career Center Partners.
- Encourage all adult learners to complete basic Career Center registration to access workforce development services.
- Coordinate ABE activities with complementary programming (i.e. provide concurrent ABE programming with ongoing manufacturing training in the region)

2. EDUCATIONAL AND SERVICE NEEDS OF PRIORITY POPULATIONS

While the Bristol WIB will develop strategies and set goals to maximize services to all job seekers, there will be priorities set for several at-risk populations within the region. Bristol has in recent years experienced a changing local economy that increasingly demands higher skills levels of its workers.

Basic skills deficient job seekers among economically disadvantaged adults and dislocated workers receiving unemployment insurance represent the first target population. This would particularly center on those who need to access occupational training in order to meet skill set requirements needed by local employers. Language, literacy and math skills upgrade can be critically important for these individuals to embark upon a career pathway and advance along the components of their Individual Employment Plan. It is important to note that of the adult job seekers served at our local Career Centers, 20% lacked a high school diploma and 57% were basic skills deficient. Of dislocated workers served, 19% had less than a high school diploma and 42% were basic skills deficient. This would represent individuals scoring below a high school level in TABE reading and math levels. As noted, in order for these individuals to move into occupational skills training, basic skills upgrade will be necessary.

A second target population will be at-risk youth. The many barriers faced by this population make education, training and employment services vital to increase their chances for success in moving along a viable career ladder. Of the at-risk youth served at the local one stop career centers, 47% were disabled, 60% were basic skills deficient, 8% were ex-offenders and 16% were pregnant / parenting.

In addition, low income including TANF and SNAP recipients are a priority population. The priority subset of this population includes participants within two years of exhausting eligibility.

Finally, among Adult Education participants single parents, English Language learners and individuals with disabilities are increasingly accessing ABE services in our region but need additional supports to succeed in attaining their education, training and employment goals.

It is very important to note that many of these identified priority populations need intensive adult and literacy instruction (20+ hours per week) to achieve meaningful gains toward their intermediate and final employment goals. Less intensive services (6-9 hours per week) will not meet the needs of many who are attempting to move into occupational training programs or employment opportunities that require higher skills set levels. The Bristol WIB places a high priority on intensity of services in order to move job seekers along a career path toward economic self sufficiency.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

In analyzing growth occupations in the region, it was noted that some of the growth occupations that were identified in the WIB's statistical analysis may be accessed without formal training. However, based on the demographic characteristics of our region's job seekers, occupational training is necessary in many cases to ensure wage gains and placement in targeted occupations that afford opportunities for career growth. In addition to occupational skills, it is important to note that literacy skills through ESOL and HiSET classes are clearly needed across the board in our industry clusters. This is particularly true in the manufacturing sector. Still, even in manufacturing, emphasis on higher technology and lean principles has resulted in higher skill levels required.

In examining this data, particularly the skills deficiencies among many in the region, it is important to note that additional surveys and focus groups of some of the region's largest employers also provided further evidence that basic skills were necessary among the region's workforce. Based on this analysis, it appears likely that a significant portion of our customers will be deficient in the education, basic skills, computer literacy and occupational skills necessary to successfully negotiate and navigate the rigors of today's and tomorrow's employment exigencies.

When examining these factors, it is clear that there is a clear need for a mix of adult basic education programs that prepare adult learners for access to training and/or post secondary education to access jobs within growth industries. This would include in order of priority:

- 1) Intensive ABE programming at both the ASE and Pre-ASE level (6.0 TABE level and above)
- 2) ESOL programming contextualized to growth industries and occupational clusters
- 3) Less intensive (9 hours per week) ABE programming for underemployed individuals

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

The two primary critical industry clusters in the Bristol WIB include healthcare and manufacturing. To that end, the Bristol WIB worked with a group of health care and manufacturing employers to identify career ladders in many areas of health care employment within the local area. This included skill sets required for advancement in administrative, professional and clinical tracks. By matching up skill sets that are common among current participants with these career ladder documents, participants can be given access to training areas in which they have a better chance to secure gainful employment.

Another viable career path for ABE/ESOL participants is in “middle skills” positions that require targeted training and are in demand throughout the region. This has recently come to the surface among area manufacturers who are having difficulty filling such occupational clusters as welders and CNC machine operators. The WIB has initiated intensive, relatively short term training (3-6 months) in manufacturing positions such as CNC Career Machinists, Welding and metal fabrication and Textile and Apparel manufacturing.

Other occupational clusters prioritized by the WIB are included in the board’s Strategic Plan.

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.

Bristol Workforce Investment Board

Strategic Plan 2013-2015



Bridging the Region's Workforce Needs
for a Competitive Future

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Section 1: Introduction

The Bristol Workforce Investment Board is comprised of a broad cross-section of leaders from business, government, education, labor, economic development and community agencies who are committed to developing a workforce development system capable of meeting the employment and training needs of the businesses and citizens of the Bristol Workforce Investment Area.

The Bristol Workforce Investment Board will continue to adhere to the principle that we must enable job seekers to maximize their opportunities for economic prosperity. The workforce development system in Bristol will serve as a repository of resources that will provide its customers with the knowledge necessary for them to make individual decisions based upon the most current and reliable information. Bristol shall make increased efforts to incorporate a diversity of resources, funding streams and partnering opportunities that will be presented in a seamless manner to maximize the scope and effectiveness of services throughout the region.

The goal of the Workforce Investment Board is to develop a truly universal, world class system serving the current and future workforce and all workforce entities. The WIB will strive to increase the occupational skill attainment, employment, retention and earning of participants, and as a result improve the quality of the workforce, reduce dependency on public assistance, and enhance the productivity and competitiveness of the region. In order to achieve these goals, the Bristol Workforce Investment Board has established the following strategic objectives:

1. Raise Awareness of the WIB and Career Center's role in workforce development.
2. Expand education, training, employment and career opportunities for at-risk target populations.
3. Strengthen services for at-risk youth.
4. Strengthen the connection between the region's employers and the workforce development system.
5. Develop and sustain key partnerships that strengthen the region's workforce development system.
6. Utilize current labor market information to better guide resource allocation and programmatic activity.

By identifying strategies to achieve each of the above goals, the WIB will directly address many of the challenges faced by the region.

Section 2: Labor Market and Workforce Analysis

The following analysis primarily centers on the Bristol Workforce Investment Area which includes the cities of Fall River, Taunton and Attleboro and the towns of Berkley, Dighton, Mansfield, North Attleboro, Norton, Raynham, Rehoboth, Seekonk, Somerset, Swansea and Westport

Labor Market Analysis

According to the Massachusetts Executive Office of Labor and Workforce Development (EOLWD) and the Department of Career Services (DCS) Economic Analysis Office, the Bristol Workforce Investment Area's unemployment rate was 8.9% through June of 2012. Continuing a long term trend, Bristol's unemployment rate exceeds the Massachusetts unemployment rate for the same period (6.9%). In Fall River, the region's largest city, the difference was even more pronounced with an unemployment rate of 12.6% during the same period.

Within the Workforce Investment Area's communities, employment is offered in several groupings. The following chart attempts to illustrate the trends in employment by sector through a comparison of data from 2000 - 2012.

	Bristol WIB Community Audit {2000}	DCS Data (2006)*	DCS Data (2012)*
Trade, Transportation & Utilities	32.6%	25.5%	26.9%
Manufacturing	23.7%	14.8%	11.2%
Health	10.2%	13.9%	17.3%
Government	10.7%	11.4%	11.2%
Leisure and Hospitality	9.2%	10.2%	10.2%
Professional & Business Services	2.2%	9.2%	8.6%
Construction	3.0%	4.5%	4.3%
Other Services	3.0%	4.2%	4.8%
Financial Services	3.6%	3.5%	3.3%
Information Services	1.2%	1.8%	2.0%
Natural Resources	0.6%	0.3%	0.2%

*Employment and Wages (ES-202) Reports

Additional analysis of employer based data provides further insight into labor market trends supporting the WIB's priority areas.

According to *Help Wanted Online*, the following are the top 40 job titles in the Bristol Workforce Investment Area. It should be noted these occupational titles include a number of occupations within the above chart including Trade, Transportation and Utilities, Manufacturing and Health.

1) Sales Associate	21) Nurse Home Care
2) Registered Nurse	22) Restaurant Manager
3) Physical Therapist	23) Sales
4) Customer Service Representative	24) Cook
5) Manager	25) Truck Driver
6) Technician	26) Project Manager
7) Sales Representative	27) Merchandiser
8) Occupational Therapist	28) Supervisor
9) Driver	29) Representative
10) Assistant Manager	30) Nurse Practitioner
11) Teller	31) Grade Teacher
12) Assistant Store Manager	32) Sales Consultant
13) Cashier	33) Mechanical Engineer
14) Store Demo Event Specialist	34) Customer Services
15) Assembler	35) Delivery Driver
16) Administrative Assistant	36) Warehouse
17) Store Manager	37) Outside Sales Representative
18) Retail Sales Associate	38) Machine Operator
19) Paraprofessional	39) Registered Nurse
20) Speech Language Pathologist	40) Sales Manager

Additional Help Wanted Online data centered on occupational categories (2-Digit SOC) within the Bristol Workforce Investment Area is as follows:

1) Sales and Related Occupations	1,658
2) Office and Administrative Support Occupations	859
3) Transportation and Material Moving Occupations	784
4) Healthcare Practitioners and Technical Occupations	755
5) Management Occupations	638
6) Food Preparation and Serving Related Occupations	499
7) Education, Training and Library Occupations	314
8) Installation, Maintenance and Repair Occupations	292
9) Business and Financial Operations Occupations	275
10) Miscellaneous	271

The above charts illustrate regional trends that have remained somewhat consistent throughout the past decade. Analysis shows a continued decline in the percentage of the workforce employed in manufacturing.

Despite these declines, Bristol still maintains a higher percentage of manufacturing jobs than many other Workforce Investment Areas. Unfortunately, the trends around this industry remain similar to citations in earlier plans. For example, a portion of the persons in manufacturing in the Bristol region are in positions affording employees limited transferable skills, should they be laid off. Additionally, language and educational deficiencies are not uncommon among employees in this area. As a result, the Bristol area has had significant challenges in finding full time employment that offers wage retention for individuals within the manufacturing field. It is clear that these combined challenges within such a significant regional industry cluster will continue to have a wide ranging impact on how the WIB and its Career Centers formulate education, training and job development strategies over the course of time.

Consistent with prior years, an industry cluster that continues to show steady growth in Bristol is allied health. The medical field clearly remains an important employment cluster in the Workforce Investment Area. The Workforce Investment Area provides a variety of jobs in its hospitals, nursing homes, group homes and physicians' offices. Historically, the WIB has provided training and employment to hundreds of individuals in these institutions annually. Additionally, the WIB has worked with area health care employers in recent years to expand employment opportunities in this field through such initiatives as the WCTF and BayStateWorks. The WIB will continue to prioritize allied health in its workforce development strategies.

The priority of allied health is also supported by the fact that career opportunities and wage potential are stronger in health than in other growth industry clusters. For example, it is noted in past DCS Bristol labor market profiles that two of the region's largest sectors, Retail Trade and Leisure and Hospitality "had wages that were considerably lower than the Bristol average wage." In contrast, there are many positions within allied health that exceed the average annual wage in Bristol.

Some of the growth occupations that were identified in the statistical analysis may be accessed without formal training. However, based on the demographic characteristics of our region's job seekers (see below), occupational training is necessary in many cases to ensure wage retention and placement in targeted occupations that afford opportunities for career growth. In addition to

occupational skills, it is important to note that literacy skills through ESOL and GED classes are clearly needed across the board in our industry clusters. This is particularly true in the manufacturing sector. Still, even in manufacturing, emphasis on higher technology and lean principles has resulted in higher skill levels required.

A 2012 report issued by the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, *Labor Market Trends in the Southeast Region*, shows similarities between the more broadly defined southeastern portion of the state and our local region. More specifically, the report notes that healthcare support occupations had a large number of job vacancies and above average vacancy rate during 2010. The report further notes that vacancy rates in occupations hit hardest by the Great Recession were low in the region, such as Construction and Production.

Broadening the analysis beyond the local Workforce Investment Area and southeastern portion of the state, additional data on occupational and industry trends can be gleaned. *Career Moves*, Published by MA Executive Office of Labor and Workforce Development, notes the following:

- Of the 20 fastest growing occupations, 11 are concentrated in health care and information technology
- An additional four are found in life sciences
- The remaining five are primarily community service and social service and personal service jobs
- 14 of 20 fastest growing occupations will require an associate's degree or higher

The report further cites the Massachusetts Industries that will generate the most jobs through 2016.

Hospitals, Private	23,530
Management, Scientific, and Technical Consulting	19,100
Computer Systems Design and Related Services	17,600
Food Services and Drinking Places	16,450
Individual and Family Services	12,870
Residential Care Facilities	11,320
Offices of Health Care Practitioners	10,510
Colleges and Universities	10,300
Scientific Research and Development Services	9,370
Home Health Care Services	9,000

Workforce Analysis

Examining labor market trends is only a first step in overall workforce development planning. Analysis of the characteristics of our local workforce is also necessary to assist in determining the best strategies for ensuring that local job seekers have the skills necessary to secure employment in growth industries.

According to the Mass, Inc. report, *New Skills for a New Economy*, 1.1million people in the state of Massachusetts representing one-third of the overall workforce, do not have basic reading, writing or math skills. Recent data in southeastern MA shows even worse deficiencies than the state as a whole. More specifically, data gleaned from the U.S. Census as well as the MA Department of Career Services (DCS) indicate that more than half of the region's labor force has an education level below the state average. In fact, nearly half the residents of Fall River (44.7%) do not have a high school diploma which is well above the state average of 20%. Only 21% had earned a bachelor's degree or higher, as compared to 34% statewide. These trends have been relatively stable over the past decade. Within the Bristol Workforce Investment Area, nearly a quarter of residents do not have a high school diploma.

This data is further supported by examining some characteristics of Bristol's Unemployment Insurance Claimants compiled by the Massachusetts Division of Career Services (DCS)

	<u>HS Grad</u>	<u>College Grad</u>	<u>15+ weeks of UI</u>
March 2008	49.0	10.1	27.4
March 2009	47.1	13.3	27.4
March 2010	48.4 ..	12.1	29.8
March 2011	48.6	12.4	25.7
March 2012	49.2	12.6	29.2

To provide additional illustration, examination of the general Career Center population reveals that most job seekers have one or more significant barriers to attaining education, training and employment goals. Statistical data through the end of Fiscal Year 2012 shows the following. Of adults served at the Career Center, 20% lacked a high school diploma and 57% were basic skills deficient (testing below a ninth grade reading or math level). Of dislocated workers served, 19% had less than a high school diploma and 42% were basic skills deficient. Of the youth served, 47% were disabled, 60% were basic skills deficient, 8% were ex-offenders and 16% were pregnant /parenting.

In examining this data, particularly the skills deficiencies among many in the region, it is important to note that additional surveys and focus groups of some of the region's largest employers also provided further evidence that basic skills were necessary among the region's workforce. Based on this analysis, it appears likely that a significant portion of our customers will be deficient in the education, basic skills, computer literacy and occupational skills necessary to successfully negotiate and navigate the rigors of today's and tomorrow's employment exigencies.

A direct correlation between skill deficiencies and earnings can be drawn. According to DCS research, the average annual wage in the Bristol Workforce Investment area during 2012 was \$44,928 which falls well below the statewide figure of \$60,892 over the same period.

To obtain good jobs and economic self-sufficiency, many of the job seekers in our region will need intervention in the following areas:

- Help in getting a GED or high school diploma and/or Basic Skills upgrading;
- Job readiness training and work maturity skills;
- Labor market information;
- Skill assessment and career counseling;
- Basic job search skills training;
- Computer literacy and skills training;
- Initial occupational skills training;
- Occupational skills re-training; and/or
- Job development and job placement services

Clearly, the changes in the local and regional economies show a need for Bristol's workforce to possess increased work maturity and technical skills if they are to succeed in entering and advancing along a meaningful career ladder. However, the demographic and labor market analyses articulated above shows the significant challenges Bristol faces in addressing these issues.

This bleak picture of skills deficiencies is painted against the backdrop of a changing local economy that increasingly demands higher skills levels of its workers. While Bristol still relies on its manufacturing base to provide employment to many of its residents, new employment opportunities in this industry cluster that offer the opportunity for a self sufficiency wage center on high tech manufacturing.

The other industry clusters within the local and regional economies that are showing growth and employment opportunities also require higher skill levels. For example, it has been noted that the medical field clearly remains an important employment cluster in the area, with an annual increase in the percentage of area workers employed in this field. However, success in this and other growth fields is dependent on a high school diploma, strong work maturity skills and technical skills that require occupational and/or post secondary education.

According to Mass Inc.'s report *Reconnecting Massachusetts Gateway Cities*, it was noted that between 2001 and 2005, the City of Fall River generated a 7.1% increase in knowledge industry employment, while the Fall River region recorded a 26.5% increase. This gain of 450 higher-paying jobs for the city and 2,400 jobs for the region offers new opportunities for individuals who can bring solid occupational skills to the table.

Other data sources show increasing demand for individuals skilled in knowledge based industries. According to the Southeastern Regional Planning & Economic Development District's (SRPEDD) *Comprehensive Economic Development Strategy*, Biomedical/Biotechnical or Life Sciences already make up a majority of employment within the knowledge and technology-intensive industry clusters throughout the state and region. This same report cites efforts throughout the region to attract bio-tech companies to the area, further noting that the Massachusetts Biotechnology Council (MBC) ranks several area communities as *BioReady* including the cities of Attleboro, Fall River and Taunton.

The major challenge in providing individual job seekers with the technical skills to meet the technical requirements of area employers is the often significant skill deficiencies that were noted in the demographic analysis above.

Conclusions

Based on data analysis focusing on the state and local Workforce Investment Area, below is the listing of industries and occupations targeted by the Workforce Investment Board. However, continued analysis and feedback from employers may result in additions to this list.

Industries: While considering growth rates and number of jobs available, the WIB has also determined that career ladder and wage potential are important factors in defining areas of special emphasis. For reasons detailed above, Health and Manufacturing will be the two industry clusters of highest priority for the WIB during the period of this strategic plan. While the WIB will provide special

emphasis to these two industry clusters, additional industry clusters have and will continue to receive additional attention from the WIB.

Occupations: The following chart provides a summary of occupational categories that will be targeted for training.

Occupations	Skills Needed	Training Needed
Human Service Workers	Disability sensitivity, Customer service skills, some require first aid certification	On the job, short term; Longer vocational training {6-24 mon) is an option
Secretaries, Receptionists, Data Entry, Administrative Assistants & Miscellaneous Clerks	Clerical skills, computer literacy, Customer service skills, Microsoft certification helpful	Vocational training {4-12 mon)
General Maintenance & Repairs (especially plumbing and heating)	Customer service skills, some fields require certification or state licenses	Vocational training {6-18 mon)
Computer Network Engineers, Network Administrators, Programmers, Support Technicians	Computer literacy, Networking requires Microsoft Certification	Vocational training (6-24 mon); Some require college degree
Trades: Construction, carpentry, cabinet making, electricians, welders, metal fabrication	Customer service skills, some fields require certification or state licenses	Vocational training {6-24 mon)
Internet Programmers	Computer Literacy, Advanced reading & writing, Customer service skills	Vocational training {6-24 mon); some positions require a college degree
Truck Drivers	Clean driving record, CDL licenses required for most	Vocational training (6 mon)
Licensed Practical Nurses	Advanced math, reading, writing, science, Customer service skills	Vocational training (12 mon)
Medical Assistants	Bilingual a plus, Customer service skills	Vocational training {6-12 mon)
Home Health Aides & Personal Care Aides	Bilingual a plus, Customer service skills, some positions require certification	Short term training (one mon)
Nursing Aides	Bilingual a plus, Customer service skills, requires certification	Short term training (one mon)
Therapy Aides: Physical, occupational & respiratory	Bilingual a plus, Customer service skills, requires certification	Associates Degree or higher
"Green Jobs" including Weatherization and Energy Auditing	Customer service skills, certification or licenses	Vocational Training (6 - 24 mon)

Special Populations:

While the Bristol WIB will develop strategies and set goals to maximize services to all job seekers, there will be priorities set for several at-risk populations within the region. As noted above, Bristol has in recent years experienced a changing local economy that increasingly demands higher skills levels of its workers.

It is important to note that of the adult job seekers served at our local Career Centers, 20% lacked a high school diploma and 57% were basic skills deficient. Of dislocated workers served, 19% had less than a high school diploma and 42% were basic skills deficient. With this in mind, basic skills deficient adults will represent one target population. Efforts at increasing and improving adult basic education services along with integrating occupational training services with language, math and literacy skills upgrade will be outlined below.

A second target population will be at-risk youth. The many barriers faced by this population make education, training and employment services vital to increase their chances for success in moving along a viable career ladder. Of the at-risk youth served at the local one stop career centers, 47% were disabled, 60% were basic skills deficient, 8% were ex-offenders and 16% were pregnant / parenting.

Finally, the Bristol Workforce Investment Board's Disability Action committee (DAC) will spearhead efforts to maximize the effectiveness of workforce development services for individuals with disabilities.

Section 3: Strategic Priorities

The existing state Workforce Investment Act plan includes a statement that "all Massachusetts residents will have the competencies, employment skills, and education to support themselves and their families and to live a quality life. Many of the initiatives to be undertaken by the Bristol WIB will align with those goals, taking into account the local education, training and job development needs of our region's job seekers.

The Bristol Workforce Investment Board will continue to adhere to the principle that we must enable job seekers to maximize their opportunities for economic prosperity. The workforce development system in Bristol will serve as a repository of resources that will provide its customers with the knowledge necessary for them to make individual decisions based upon the most current and reliable information. Bristol shall make increased efforts to incorporate a diversity of resources, funding streams and partnering opportunities that will be presented in a seamless manner to maximize the scope and effectiveness of services throughout the region.

In order to achieve these goals, the Bristol Workforce Investment Board has established the following strategic objectives:

3a.) Raise Awareness of the WIB and Career Center's role in workforce development

It is critical to ensure that the businesses, job seekers, political leaders and the community at large have an awareness of the workforce development system and the work of the Bristol WIB. As a result, the WIB will develop and implement a regional workforce development outreach plan with the following objectives:

- Create positive name recognition for the Bristol WIB and local One-Stop Career Centers
- Establish the WIB and Career Centers as the first point of contact to meet the needs of employers who are seeking qualified employees and/or require other workforce development services such as incumbent worker training
- Increase awareness of the WIB and Career Centers among economically disadvantaged adults and dislocated workers so that they may access available services

- Establish the WIB as the recognized regional leader in workforce development among community leaders and partnering organizations such as elected officials, government agencies, and community based organizations

3b.) Expand training, employment and career opportunities for at-risk target populations with educational and/or occupational skills deficiencies

It is important to ensure that training and employment activities are maximized to reach as wide a group as possible.

- Identify additional public and private resources outside of "traditional" funding streams to increase availability of services
- Coordinate multiple grants and funding streams, particularly in the area of at-risk youth, to maximize service and avoid duplication of effort
- Utilize partnerships such as our Disability Action Committee (DAC) to access services available through partnering agencies
- Identify regional high demand, "middle-skills" positions that can be accessed with certificate and Associates Degree programs
- Establish cross regional partnerships with other WIBs to address workforce and training issues of mutual concern and opportunity
- Examine alternate modes of training such as computer based and Adult Basic Education-Occupational integrated training

3c.) Strengthen services for at-risk youth

The WIB and its Youth Council place a strong emphasis on the employment and training needs of youth in the region. These youth will determine the future economic well being of the region; how successful they are will be measured by their ability to fill high growth jobs in emerging industries that require more educational and technical skills than the jobs their parents held. The WIB will Work toward ensuring that all Bristol youth will have access to the resources and support needed for educational advancement, skill development, and employment attainment, allowing them to become self-sufficient and productive adults.

- Develop more intensive and effective programs targeted to serve the most at-risk youth.
- Develop youth programming around career ladders and critical industry clusters to serve regional economic development needs and provide youth entry into career pathways, instead of low wage/ low growth jobs.
- Establish the Bristol WIB as the regional leader for youth internships, job shadowing opportunities, and apprenticeship opportunities
- Engage community leaders, educators, youth service providers, and Career Center youth staff around a cohesive strategy for youth workforce development.
- Reduce dependency on subsidized wages for youth programming and improve employment brokering for youth.
- Focus regional and funding on employment brokering and more effective work-based learning. This will create a multi-level service strategy that will lead to more systemic workforce development for youth.

3d.) Strengthen the connection between the region's employers and the workforce development system

Meeting the needs of area employers is a main priority for the Bristol WIB. Supporting area employers' retention and expansion efforts is a necessary component in the board's overall efforts. Through continued convening and facilitation, the Board will continue to get direct input from employers within high growth and critical industry clusters to ensure that the local workforce system meets their specific needs. The workforce development system in Bristol will ensure the delivery of quality and customized services to employers throughout the region. WIB activities in this category will include the following:

- Convene industry cluster based employer focus groups to identify skill set shortages, training needs, hiring processes and other relevant data
- Engage in regular outreach to businesses to provide information regarding available services and resources in the workforce development system

- Establish the local One-Stop Career Centers a human resource arm for area employers
- Assist employers in accessing incumbent worker training resources
- Connect employers to available services through partnering organizations such as economic development agencies
- Target training resources toward occupations in demand among area employers
- Lead sector initiatives that result in applications for funding to support local industry needs

Through continued convening and facilitation, the Bristol WIB will continue to get direct input from employers within high growth and critical industry clusters to ensure that the local workforce system meets their specific needs.

3e.) Develop and sustain key partnerships that strengthen the region's workforce development system

- Build key partnerships to align education, economic development and workforce development to meet employer needs
- Formalize and expand relationship with local economic development offices to more effectively serve employers
- Regularly interface with local Chambers of Commerce to market services to employers
- Work closely with the local Community College to coordinate services to Career Center clients who wish to access post-secondary education opportunities
- Identify logical partnering organizations that have not interfaced with the workforce development system
- Maximize impact and avoid duplication of effort by identifying each partners' resources and services

- Establish regional partnerships with other WIBs to address workforce and training issues of mutual concern and opportunity

3f.) Utilize current labor market information to better guide resource allocation and programmatic activity

In determining the most effective means to link job seekers to available employer opportunities, it is necessary to have up to date labor market analysis to inform many activities in the local workforce development system. These include investment of training resources, the focus of job development activities, curriculum design in area education and training programs and assistance in customer choice.

- Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus
- Engage in ongoing analysis of growth occupations and job vacancy rates to determine areas of special emphasis
- Engage in regular conversation with employers and convene employer focus groups to identify skill set needs and in-demand employment opportunities
- Work to align secondary and post-secondary education with employability skills required in the workplace
- Develop career ladders and lattices in targeted industry clusters to identify skill sets that cut across multiple occupational categories
- Provide One Stop Career Center staff with WIB's local labor market analysis to inform customers' training choices

The WIB is committed to measuring achievement of these goals. Additional explanation of strategies to address these goals, including critical partners and stakeholders, is included in Section 4. In each case, the identified stakeholders for each goal will be engaged through WIB subcommittees, ad hoc committees established around goals where appropriate, and WIB participation in planning activities undertaken by partners. For example, the WIB sits on the Diman Regional Vocational Technical School's Strategic Planning Committee, Bristol Community College's Perkins Advisory Board, the Fall River Office of Economic Development's Board, each of the region's three Chambers of Commerce, The Taunton Employment Task Force and the Adult Basic Education Community

Planning Partnerships in Fall River, Taunton and Attleboro. This list is only a partial representation of the various partnerships that include strong participation by the WIB. Through these efforts, the Bristol WIB's strategies and goals will support the overall workforce development, education, and economic development efforts undertaken throughout the region.

While qualitative and quantitative measures are included in section 5 for all of the above goals, the following represents outcomes based on the main areas of focus within the above noted objectives.

Critical Industry Clusters

- 1) Increase of 10% annually in incumbent worker training grant funds received through WIB supported submissions (WTFP, WCTF, OJT, Special Grants).
- 2) Increase number of employers in health care and manufacturing who place job orders with Career Center by 10% annually.
- 3) Increase number of new jobs in health care sector within the region by 15% over the course of the strategic plan.
- 4) Increase number of new jobs in advanced manufacturing sector within region by 10% over the course of the strategic plan.

Critical Stakeholders: Bristol WIB, Area employers, WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium), Career Centers of Bristol County, Chambers of Commerce in the Fall River, Taunton and Attleboro areas, Area office of economic development, organized labor, Southeastern Regional Planning and Economic Development District, Taunton Employment Task Force, Bristol Community College, Regional Vocational Schools.

Expansion of education, training, employment and career opportunities for at-risk target populations

- 1) Establish at least two new "fast track" programs at Bristol Community College in critical industry clusters and/or occupational targeted areas. One of these will be established in first year of plan while second program will be established in year two of the plan. Enroll at least 40 participants in programs' first two cycles in following percentages: at-risk youth (minimum of 20%), Basic skills deficient adults

at point of entry to Career Center (minimum of 25%), Individuals with Disabilities (minimum of 10%), and Veterans (minimum of 10%).

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Bristol Community College, area Employers, Regional Vocational Schools, local Community Based Organizations, Organized Labor, local Social Service Agencies, Local Public School Districts, Local Alternative Schools, Shannon Grant Youth Service Providers and WIB Disability Action Committee Partners (i.e. MA Rehabilitation Commission, MA Department of Mental Health, MA Commission for the Blind)

2 Establish two new "middle skills" programs in critical industry clusters with non-WIA resources.

One of these will be established in first year of plan while second program will be established in year two of the plan. These programs will center on manufacturing and/or healthcare. Enroll at least 50 participants in programs' first two cycles in following percentages: at-risk youth (minimum of 15%), Basic skills deficient adults at point of entry to Career Center (minimum of 30%), Individuals with Disabilities (minimum of 10%), and Veterans (minimum of 20%).

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Bristol Community College, Diman Regional Vocational Technical High School, Bristol-Plymouth Regional Technical School, local Community Based Organizations, Organized Labor, local Social Service Agencies, Local Public School Districts, Local Alternative Schools, Shannon Grant Youth Service Providers and WIB Disability Action Committee Partners (i.e. MA Rehabilitation Commission, MA Department of Mental Health, MA Commission for the Blind).

3 Establish at least four Integrated ABE-Occupational training programs in targeted industry and occupational clusters

Establish at least one in year one, one in year two and two in year three. Enroll at least 60 participants in these offerings in the following percentages: at-risk youth (minimum of 20%), Basic skills deficient adults at point of entry to Career Center (minimum of 50%), and Individuals with Disabilities (minimum of 10%),

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Bristol Community College, Area private proprietary schools, local Community Based Organizations, local Social Service Agencies, Local Public School Districts, Local Alternative Schools, Shannon Grant (youth violence prevention, offender)

Partners, DYS Bridging the Opportunity Grant partners and WIB Disability Action Committee Partners (i.e. MA Rehabilitation Commission, MA Department of Mental Health, MA Commission for the Blind)

4) Increase number of basic skills deficient adults and at-risk youth who attain High School Equivalency Test (HiSET).

Increase number of basic skills deficient adults and youth who pass HiSET by 10% per year through establishment of integrated ABE-Occupational training, devotion of at least 50% of youth funds within the WIB's purview to intensive ABE instruction, Devotion of 100% of region's Department of Elementary and Secondary Education Career Pathways funds to programs that include intensive ABE instruction and securing additional incumbent and non-incumbent worker grant funding by 15%.

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Community Adult Learning Center providers (Bristol Community College, SER Jobs for Progress, Taunton Public Schools) local Community Based Organizations, Area Adult Basic Education Community Planning Partnerships, area Private Proprietary Schools and WIA Youth Service Providers.

5) Increase number of training enrollments through non-WIA resources by 30%

Secure additional training slots through non-WIA resources in targeted occupational areas as identified in section 2 of the plan. Goal to increase total number of individuals enrolled in training through non-WIA resources by 35 per year. Increase industry recognized credential attainment by 10% per year.

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Bristol Community College, Area private proprietary schools, local Community Based Organizations, local Social Service Agencies, Local Public School Districts, Local Alternative Schools, area Economic Development organizations, WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium) and area employers.

Strengthen Services for At-Risk Youth

1) At least 1,000 youth per year will be served directly or indirectly through WIB or partnering organization activities supported by the WIB.

2) Increase HiSET/Industry Recognized Credential rate to a minimum of 65% for at risk youth. Establish three intensive HiSET programs per year, one in each of the region's three cities.

3) Increase number of internships for in and out-of-school youth by 10%.

4) Increase number of at-risk youth entering unsubsidized employment by 10% per year.

To achieve these goals, the WIB will blend WIA and non-WIA funding to maximize services and avoid duplication of effort. This will include strong integration of among youth services throughout the region including School to Career Connecting Activities (STC), *Youth Works*, DESE "Pathways" grant, DESE funded *Work and Learning* programs, Department of Youth Services funded *Bridging the Opportunity Gap* grant, and the local *Charles E. Shannon Community Safety Initiative*. It is important to note that WIB partnership in each of these areas dovetails with local goals established by numerous youth service agencies.

The integration of these activities and the supports provided by all the youth partners in each initiative have strengthened our youth systems and provide critical supports in achieving the above goals. The provision of work readiness skills, employment brokering, job coaching, outreach, guidance, and vocational counseling all contribute to achieving increased outcomes for area youth.

Each of these initiatives and the WIB's role in overseeing the integration of youth strategies and services are further described in Section 4.

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, Bristol Community College, Area private proprietary schools, local Community Based Organizations, local Social Service Agencies, Local Public School Districts, Local area School-to-Career Partnerships, Local Alternative Schools, Shannon Grant (youth violence prevention, offender) Partners, DYS Bridging the Opportunity Grant partners, WIB Disability Action Committee Partners (i.e. MA Rehabilitation Commission, MA Department of Mental Health, MA Commission for the Blind) area employers, organized labor and WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium).

Strengthen Connection Between the Region's Employers and the Workforce Development System.

- 1) Increase of 10% annually in the number of new employers served at the Career Centers of Bristol County.
- 2) Increase of 10% annually in the number of job orders placed with the Career Centers.
- 3) Increase of 10% annually in percentage of healthcare employers who place job orders with the Career Centers.

The WIB will put a stronger emphasis on a targeted employer outreach strategy beyond traditional Career Center based employer engagement efforts. This will include a focused outreach strategy which includes increase partnership among the critical stakeholders listed below. A schedule of industry briefing, employer focus groups and WIB sponsored employer outreach events will be established. The Bristol WIB will also look to coordinate the scheduling and marketing of these events with the parallel efforts of neighboring Workforce Investment Boards in the Brockton Area, South Shore and Greater New Bedford.

The WIB will formalize agreements with economic development agencies to support their efforts in job creation and retention. Already, the WIB has an agreement with the Fall River Area Office of Economic Development to review their employer surveys and provide assistance to those companies that identify skills gap issues and a need for additional skilled employees.

In the critical industry clusters of healthcare and manufacturing, the WIB will look to expand the number of employers participating in two sector based, cross regional (Bristol and Greater New Bedford WIBs) partnerships. The Southeast Massachusetts Manufacturing Consortium is being expanded to include three other southeastern MA WIBs and has set a goal to expand its membership from 15 to 65 employers within the next year. Similarly, the Southeast MA Health Care Consortium is looking to expand its health based employers in response to planning efforts around the state's Healthcare Workforce Transformation initiative.

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, area Chambers of Commerce, area Economic Development Organizations, Bristol Community College, Local area School-to-Career Partnerships, Local Alternative Schools, area

employers, organized labor and WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium).

Key Partnerships are Developed and Sustained

1) Increase cross regional partnerships with area WIBs. Develop at least two cross regional partnerships with other Workforce Investment Areas in years one and two of the plan to expand education, training and/or employer services. Establish a minimum of 30 new training slots through these partnerships.

2) Increase number of business referrals from local and regional economic development entities by 10%. At least 35% of these referrals will result in new job orders or submission of incumbent worker training grants.

3) Develop MOUs or other agreements with at least one new partner (beyond Career Center mandated MOUs).

These partnerships with economic development will be strengthened by setting up a regular meeting schedule with identified economic development staff. As well, these staff will be invited to participate in WIB sponsored employer information sessions as well as WIB led strategic planning meetings.

The WIB will continue to work with the southeast regional offices of the Massachusetts Small Business Development Center and Massachusetts Office of Business Development to share information, outreach to business and better coordinate the various services available to employers.

The Bristol WIB will continue to collaborate with other neighboring WIB's in seeking funds to provide training opportunities to local employees to provide career ladder, and transferable skills to incumbent workers.

Critical Stakeholders: Bristol WIB, Career Centers of Bristol County, area Chambers of Commerce, area Economic Development Organizations, Bristol Community College, Local area School-to-Career Partnerships, Local Alternative Schools, area employers, organized labor and WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium, neighboring Workforce Investment Boards, Career Center partners, and state agencies.

Current Labor Market Information is Utilized to Better Guide Resource Allocation and Programmatic Activity

1) Update Healthcare and Manufacturing career ladder documents. Increase number of at-risk youth, basic skills deficient adults and individuals with disabilities who enroll in entry-level training programs in these two industry clusters by 10% per year.

2) Increase number of at-risk youth, basic Skills deficient adults and individuals with disabilities who enter a training and/or employment in targeted occupational categories listed in section 2 by 10% per year.

The WIB will devote sufficient staff time and resources to engage in ongoing labor market analysis. This has obvious benefits in guiding the WIB toward policy decisions around investment of training resources, the focus of job development activities, curriculum design in area education and training programs and assistance in customer choice.

The Process and outputs will be further formalized. More specifically, the WIB will issue at least one formal labor market report annually. As well, the WIB will offer LMI presentations to partners within our region. Presentations have already included Adult Basic Education Community Planning Partnerships in the region, Rotary Club, Career Centers, and other entities. Certainly, the value of accurate LMI is of benefit to many stakeholders in the region as evidenced by the regular inquiries for such data that the WIB receives on a frequent basis.

Increase emphasis on establishing a formal schedule of reviewing employer centered data such as job vacancy rates, convening employer focus groups, reviewing and revising career ladder document and expanding the number of data sources to be analyzed will be prioritized by the WIB.

Critical Stakeholders: Bristol WIB, Area employers, WIB led Sector Partnerships (SE Massachusetts Health Care Consortium, SE Massachusetts Manufacturing Consortium), Career Centers of Bristol County, Chambers of Commerce in the Fall River, Taunton and Attleboro areas, Area office of economic development, organized labor, Southeastern Regional Planning and Economic Development District, Taunton Employment Task Force, Bristol Community College, and Regional Vocational Schools.

Further detail on the current and future efforts around these goals is included in Section 4.

Section 4: Addressing the Challenges and Goals

It is anticipated that each of the above goals will not only strengthen existing activities but will also have impacts that result in new and different initiatives and partnerships. How to address the barriers and challenges to these goals while recognizing the strengths and opportunities available will be critical to an overall positive system-wide impact for the job seekers and employers we serve.

Ultimately, the strategic priorities identified above will act as a driving force behind the WIB's work to create effective and efficient strategies and systems that help to enhance the regional economy.

- Our services to employers and customers are demand driven; assisting businesses to attract and retain a skilled workforce.
- Our service to the region's workforce is to help them enter, remain in, and advance in the workplace.

Further examining existing capacity and efforts will assist the WIB in identifying areas which can be expanded and built upon in the organization's overall efforts to meet its strategic goals. While the following does not cover the entirety of existing and future strategies, it does provide a framework for implementation of the strategic plan.

Raise Awareness of the WIB and Career Centers

While the Bristol WIB has strong connections with a multitude of partners, the benefits of the workforce development system's services are not known to numerous organizations and individuals who might logically connect with the WIB. For example, meeting the needs of area employers is a main priority for the Bristol WIB. However, in past employer outreach sessions, we learned that many employers have little knowledge of the width and breadth of Career Center services as well as resources such as the Workforce Training Fund and On the Job Training resources.

The WIB has marketed the services of the workforce development system. However, it has not been done in a focused, planned way. For example, employer events are held but not coordinated with other partners activities.

To help address this issue, the development of a new outreach plan is an area of focus for the WIB moving forward. Initial areas of emphasis will include the following:

- Revamp and development of targeted outreach materials
- E-newsletter
- Increased media emphasis - press releases
- Development of local labor market reports
- Joint outreach with partners (i.e. Chamber newsletter)
- Revamp website with increased access to employer service information

The Fall River area Chamber of Commerce has already assisted by setting up a regular schedule for the WIB and Career Centers to appear on their *Voice of Business* radio show, have a regular article appear in their newsletter and have the WIB and Career Centers as a guest on their Cable Access television show.

In addition, the WIB and Career Centers have worked in partnership with two major newspapers in the region to have a workforce development insert at least twice per year. This would result in four inserts per year that document services available to job seekers and employers.

An additional activity to meet our goal of strengthening the connection between the region's employers and the workforce development system will be to utilize industry cluster advocates. The WIB and Career Centers have begun to more formalize the process of having employers provide information on local workforce development services. The WIB will identify one or more employer advocates in each of the region's critical industry clusters. These individuals will be included in WIB and Career Center outreach materials and brochures, will participate in WIB employer outreach events and will accompany WIB and/or Career Center staff to individual meetings with employers where appropriate.

Expand training, employment and career opportunities for at-risk target populations

Expanding education and training opportunities for at-risk populations has and will be a major area of emphasis. One area of service expansions will likely result from recent WIB activities in connection with the Adult and Community Learning Services (ACLS) division of the Department of Elementary and Secondary Education (DESE). The WIB Executive Director participated in an ACLS planning group established to strengthen the connection between the Adult Basic Education and Workforce Development systems. This group has made recommendations that will result in a stronger integration of workforce development components (i.e. contextualized curriculum, greater intensity of service, integration of job readiness activities) into Adult Basic Education programs.

Based on a constricted job market, it is important to assist customers in making appropriate career and training choices. The WIB and Career Centers will work to identify additional training opportunities and strengthen its existing training programs. This will take several forms. To address the need for shorter, but still meaningful, training options, the WIB and Career Centers will encourage local partners to develop integrated basic skills-occupational training options over the traditional linear approach. This has already resulted in private training vendors, the local Community College and local community based organizations developing integrated ABE-GED-ESOL-occupational training components. As a result, job seekers with both basic and occupational skills deficiencies will be able to move to employment at a far quicker rate.

It is also important to ensure that training investments, particularly if limited, are targeted toward growth industries. In addition to the labor market analysis documented above, work history trends of career center clients will be captured through DCS (i.e. claimant characteristics) and locally customized reports. After major occupational clusters of participants are analyzed, the Career Center will examine if there are skills sets within these occupations that can be readily transferred to areas of growth as identified by our region's employers. Another tool that can be of assistance are several, locally developed career ladder documents. For example, the Bristol WIB worked with a group of health care and manufacturing employers to identify career ladders in many areas of health care employment within the local area. This included skill sets required for advancement in administrative, professional and clinical tracks. By matching up skill sets that are common among current participants with these career ladder documents, participants can be given access to training areas in which they have a better chance to secure gainful employment.

In addition, continued examination of newly available occupational clusters will drive the WIB to seek out newly established training programs in these areas. For example, Bristol Community College recently opened *The Green Center* which provides training programs in home weatherization, renewable energy technologies and green lifestyle practices.

Finally, expansion of existing training programs to encompass skills sought by employers will continue. For example, the board surveyed area health care employers to determine skills sets lacking among recent graduates of Certified Nurses Aide programs. This resulted in the board working with Bristol Community College to run two cycles of expanded CNA training which included additional curriculum around serving patients with development disabilities, computer training and work ethic issues.

Another training opportunity for Career Center clients is in "middle skills" positions that require targeted training and are in demand throughout the region. This has recently come to the surface among area manufacturers who are having difficulty filling such occupational clusters as welders and CNC machine operators. Initial discussions to develop additional manufacturing training pipelines have occurred among the WIB, area manufacturers and the UMASS Dartmouth Advanced Technology and Manufacturing Center.

In order to access occupational training programs, as well as certificate and degree programs available from local post-secondary institutions, Bristol must continue to aggressively address language and basic skills deficiencies through the utilization of intensive ESOL and GED classes funded through multiple sources. This includes the utilization of Workforce Investment Act (WIA), Trade Adjustment Assistance (TAA) and Department of Elementary and Secondary Education (DESE) funding to establish intensive, 20 hour per week classes in order to meet this critical need. These are provided by Bristol Community College and a local Community Based Organization, SER Jobs for Progress. Private proprietary schools in our region now offered such intensive education programs as well. These classes have open entry start dates and we are able to access slots on an individual referral basis. This structure will allow significant flexibility in addressing the basic skill needs of our clients on an expedited basis without the need to establish group funded activities in this category. Finally, our WIA funded Youth Programs will include a GED/skills upgrading component for a minimum of 15 hours per week. Ultimately, if many of Bristol's job seekers are to move along a continuum of services, adult basic education activities must be available in an intensive, widely available manner. Job seekers within Bristol will access these classes, not as a stand alone activity, but as part of their overall Individual Service Strategy.

It is also likely that area job seekers will access includes referrals to occupational training often offered through Bristol Community College, ensuring a strong connection to post-secondary education. This becomes a natural connection when analyzing Bristol's targeted occupations, many of which require an Associate's Degree. A strong relationship with Bristol Community College (BCC) will offer area job seekers with access to a multitude of certificate programs and post-secondary educational activities. The Bristol WIB executive director sits on BCC's Perkins Advisory Board and the Board has worked to foster additional partnerships with the College to support area job seekers.

Paralleling the Bristol WIB's work to maximize coordination with Bristol Community College (BCC), the local One-Stop Career Centers have and will

continue to work with BCC to increase the community college's responsiveness to the needs of the typical Career Center client. One initiative is to establish a more "open entry" process, with multiple entry points, for BCC courses. With BCC traditionally having only two entry points per year, many Career Center clients have not been able to access certificate and Associates Degree programs that might ideally meet their career objectives.

Another initiative with BCC is to improve methods to increase client retention in academic programming. This would include development of a new tracking system for such clients which would result in issues such as absenteeism, academic issues or other issues affecting student progression being reported to the relevant Career Center Counselor. In this way, the counselor can work to address any issues through appropriate intervention. This will ideally have an impact on program retention and completion rates.

Other design issues the Career Centers, WIB and BCC will work on include implementation of self-paced, flexible and modular scheduling/curriculum to reduce time to obtain degrees, certificates, and industry recognized credentials, development of contextualized learning that combines basic skills with specific career knowledge and development of partnerships with employers that may include validation of curricula, use of equipment and facilities, and/or agreements to hire students following successful completion.

Work maturity or "work ethic" skills have increasingly been cited by area employers as a critical need. This need has been expressed both individually and in employer focus groups convened by the WIB. As well, newer employers to our area such as Meditech require skills such as presentation skills, teamwork, customer service skills and leadership.

With this in mind, Bristol will attempt to strengthen these skills among area job seekers through a "job club" that targets the topics cited above. Also, the Bristol WIB has required integration of work maturity skills within its youth programming and has attempted to design initiatives to address this issue. These activities stem from the conclusion if high tech companies are going to be attracted to the local area, Bristol must be able to demonstrate that it can provide employees with the skills sets that are common and in demand among these companies.

To allow for a cost effective delivery of training, the Career Centers will continue to utilize their computer orientation labs to deliver basic computer skills to a large number of participants. As basic computer skills represent a requirement that cuts across multiple industries and occupational clusters, job seekers will be able to

take advantage of 60 hours of training on Microsoft Office programs at any of the region's three Career Centers. These clients will be able to take Microsoft certification exams at the Fall River Career Center. This cost effective delivery of training services greatly expands the number of Career Center clients who can gain valuable occupational skills.

Beyond training design and funds, another concept that will be expanded to accommodate increased participant numbers at a lower cost is to provide additional services in group settings. For example, expansion of initial Career Center workshops will include more detail regarding the array of Career Center services. This might include job development staff providing an introduction on how to look for a job which may lead to participants signing up for additional Career Center workshops. Other activities in this vein could include activities that would provide information to job seekers before they see a counselor. This would include developing information about training providers perhaps to include short video pods on training programs. As well, ways to provide clients with access to relevant LMI will be investigated. The aim is to afford participants with ways to access information leading into their appointment with Career Center counselors. In this way, counselors would ultimately spend less time per appointment and could serve a greater volume of participants.

Strengthen Services for At-Risk Youth

With regard to services geared toward at-risk youth, the Bristol WIB will expect that providers will need to think strategically about developing partnerships with other providers and agencies that will enhance their services and link youth to additional supports. This will entail using existing resources better through collaboration, cooperation, and partnership.

Our guiding concepts in serving youth will center on five priorities.

Priority # 1- High Expectations

Service providers shall demonstrate high expectations for youth, including the most at-risk youth by presenting long-term integrated service strategies. Goals for youth will include both educational and occupational attainments.

Priority # 2 - Systems Development

Youth Providers will strengthen the regional workforce development system and should consider critical industry clusters, employer needs, career ladders, and the educational occupational training required to enter those industries. All workforce

development funds are to be used as leveraged resources in order to maximize the scope and effectiveness of services provided to youth.

Priority # 3 - Partnership Development and Seamless Service Delivery

Priority will be given to providers who demonstrate a continuum of services based on strong partnerships and coordinated case management strategies. The Workforce Investment Act requires the provision of youth elements that center on breaking barriers to success. These include tutoring/study skills, alternative education, paid and unpaid work experience, occupational training, leadership development, supportive services, adult mentoring, and comprehensive guidance and counseling. In addition, job readiness skills and job search assistance are also critical components of an integrated youth service strategy.

It is clear that a single provider attempting to deal with even some of these elements through a purely WIA funded program would face significant challenges in meeting the needs of at-risk youth. It is even clearer that a partnership leveraging outside resources and providing the multiple areas of expertise offered by its members would be far better equipped to develop a service strategy that addresses the aforementioned youth elements in a comprehensive way.

While the following list only scratches the surface of potential youth partners, service linkages can be made with youth serving agencies, community and faith based organizations, employers, local high schools, alternative schools, vocational schools, community colleges and other institutions of higher learning, School-to-Career Partnerships, and the One Stop Career Centers.

Priority # 4 - Career Development

Placing youth in jobs without growth potential does not serve either the youth or the workforce needs of the region. Youth program design within our region should include strategies that identify career ladders within critical industry clusters that offer high wage/high growth opportunities. Programs that offer the attainment of an occupational skill certificate in these areas will receive preference in funding consideration.

High priority should be placed on establishing brokered, paid employment opportunities for youth within these clusters.

Brokered employment refers to negotiated opportunities that youth would be unable to secure on their own. Negotiated elements could include job coaching, work-based learning plans, internship to employment arrangements, on the job training, or other services to support successful transitions into the workplace.

Priority # 5 - Positive Performance and Measurable Results

The Bristol WIB and the Career Centers of Bristol County are performance driven agencies. Consequently, providers must incorporate the performance measures identified in the attached addendum in the development of programs and youth service strategies.

In examining the youth priorities, it is clear that Workforce Investment Act (WIA) funding alone is insufficient to meet the broad needs of our region's youth. As a result, it is critical that resources be leveraged across agencies, school systems, and funding streams.

The WIB will continue to blend WIA and non-WIA funding to maximize services and avoid duplication of effort. This already occurs and the concept will continue to guide our many youth programs. For example, School to Career Connecting Activities (STC), funded by the Department of Elementary and Secondary Education (DESE), is strongly integrated into our youth service delivery system. Our local STC partnerships provide valuable employment brokering services, initiate the MA Work Based Learning Plan for numerous youth, and receive MCAS remediation grants and connect youth to these grants.

Youth Works funds, provided by the state of MA, are utilized extensively throughout our region to expand work and learning opportunities for area youth in both summer and year round operational periods.

The DESE "Pathways" grant funds a staff person at the Career Center who connects youth who have failed MCAS testing with education, training and employment resources. DESE also provides funding to the region through its 596/597 *Work and Learning* programs. This has allowed the Career Centers, public schools and STC Partnerships to link in-school youth to remediation activities where appropriate.

The WIB partners with the Department of Youth Services to operate a *Bridging the Opportunity Gap* grant that funds a Career Specialist to work with youth in community re-entry centers in Fall River and Taunton. This individual provides court involved youth with work readiness skills, employment brokering and job coaching. The WIB is also a partner in and receives funding from a local *Charles E. Shannon Community Safety Initiative*. The *Shannon Grant* targets youth at risk for gang involvement through the provision of outreach, guidance, and vocational counseling.

These examples illustrate the challenges but also the opportunities in a systemic approach to youth services.

Strengthen Connection between employers and workforce development system

To strengthen employer participation in the workforce development system, it is fully anticipated that the WIB will return to the formation of sector partnerships. This will assist the board in aligning training activities with high-growth industries and critical industry clusters. The Bristol WIB has had past success in building such industry cluster partnerships. These included the Southeastern Massachusetts Manufacturing Partnership (SEMMC) and the Southeast Health Care Collaborative (SEHCC). The WIB was able to secure grants to address the incumbent worker training needs of these partnerships, securing approximately \$1 million through two successful grant applications, which resulted in more than 1600 incumbent workers accessing training. With additional grant opportunities on the horizon for WIB led employer consortiums, Bristol will continue to form new sector partnerships to address employers' common workforce needs. By increasing our assistance to employers in accessing incumbent worker training funds, it is anticipated that additional resources will be secured for the region.

To increase employer usage of the local Career Centers, the Center will directly market all the employer services that are available including:

- Access to Professional Account Representatives and Account Management Services
- Employer Recruitment Services
- Initial Pre-screening of Applicants Prior to Referral
- Labor Market Information, Information on Applicant Pool and Qualifications of Potential Applicants
- Access to Talent Bank
- Information on Local Availability of Training Grants, Skill Development Opportunities and Referral to State Funding Resources
- Information on Working With Individuals With Disabilities

It should be noted that it will not only be the Career Centers that market these services, but employers themselves. Several employers who have utilized the local workforce development system have agreed to support Career Center employer outreach efforts. For example, the local Stop & Shop distribution center as well as Anderson Windows have provided support letters and spoken with other employers about the effectiveness of Career Center employer services. Other employers, such as Meditech and Sousa and Demayo have participated in past

WIB's employer information sessions to describe their connection with the local workforce development system. This is certainly an area that can be expanded to achieve the WIB's strategic goals.

To address the issue of the local unemployment rate, the Career Center will re-double its efforts to uncover as large a number of employment opportunities as possible. Through re-allocation of resources, some of their staff will be retrained. In many instances, staff efforts will increasingly be targeted toward employment outreach and job development services. This group will aggressively attempt to identify employers who are hiring. Upon identifying a company within this category, staff will meet with the employer to gather information regarding near term and long term hiring estimates as well as the skill sets required for these employment opportunities. This information will also assist the Career Center in identifying training areas for Career Center participants and may also alert the Center to any potential group training needs.

Another initiative is the utilization of a customized job bank to maximize job search assistance to the widest range of customers possible. Activities around this initiative continue with local companies utilizing the Bristol Job Bank to assist them in identifying qualified candidates. As well, the Job Bank has provided Career Center job seekers with increased opportunities, often entirely through self service. As additional employers have accessed the job bank, it has become a useful tool to quickly assess the hiring needs of a wide range of area companies.

Develop and sustain key partnerships

To achieve its strategic goals, the Bristol WIB will strengthen its partnership with local economic development offices. Bristol will continue to partner with area economic development agencies to increase employment opportunities for participants. For example, the region's economic development offices will inform newly established companies of the services available through the Career Center and arrange for these companies to visit the Career Center. In addition, the Fall River Office of Economic Development includes a workforce development question on the employer surveys it regularly disseminates. Those companies that express needs related to job vacancies and other workforce development issues will be referred to the Career Center. Also, any businesses that create positions through the Fall River OED's Micro Loan program are advised to utilize the local One Stop Career Center to meet their hiring needs.

These partnerships with economic development will be strengthened by setting up a regular meeting schedule with identified economic development staff. As well,

these staff will be invited to participate in WIB sponsored employer information sessions as well as WIB led strategic planning meetings.

The WIB will continue to work with the southeast regional offices of the Massachusetts Small Business Development Center and Massachusetts Office of Business Development to share information, outreach to business and better coordinate the various services available to employers.

Our strategic goal of expanded partnership development and increased workforce development services to at-risk population will be served by striving to leverage complementary resources available among many of our partners. For example, the WIB continues to maintain a Disability Action Committee (DAC) which includes representatives from the WIB, Career Centers, employers and numerous agencies and organizations that service individuals with disabilities. This committee has worked to systemically improve training and job search services for individuals with disabilities. We have learned that many individuals participating within the workforce development system are not accessing services that could be of benefit. The DAC will continue to work on improving cross-referral processes between the Career Centers and organizations such as Mass Rehabilitation Commission, Department of Mental Health, Mass Commission for the Blind and the Independent Living Centers. Also, cross training of staff among these organizations will occur throughout the period covered by this strategic plan based on need.

Our strong connection to Bristol Community College has already been documented but there are numerous other areas for partnership with post-secondary education in the region. For example, as part of goal 3b. the WIB has already worked with Bristol Community College (BCC) to better align curriculum between credit and Associate Degree programs. The goal is to have individuals enrolled in BCC certificate programs secure transferable credits to Associate Degree programs. This has already been established for the Medical Assistant Certificate program. The WIB and BCC have agreed to continue this work with other community college programs.

The Bristol WIB will continue to collaborate with other neighboring WIB's in seeking funds to provide training opportunities to local employees to provide career ladder, and transferable skills to incumbent workers. Currently the Bristol WIB in collaboration with the Greater New Bedford WIB is meeting with a number of members representing the various segments of the healthcare industry in the region to identify the hiring needs of the area and the skill sets required to fill

those needs. Ultimately the goal is to assist employers seek alternative ways of funding streams to train their staff.

Utilize labor market information to better guide resource allocation and programmatic action

The WIB will devote sufficient staff time and resources to engage in ongoing labor market analysis. This has obvious benefits in guiding the WIB toward policy decisions around investment of training resources, the focus of job development activities, curriculum design in area education and training programs and assistance in customer choice.

While the WIB does engage in such analysis, the process and outputs need to be further formalized. More specifically, the WIB will issue at least one formal labor market report annually. As well, the WIB will offer LMI presentations to partners within our region. Presentations have already included Adult Basic Education Community Planning Partnerships in the region, Rotary Club, Career Centers, and other entities. Certainly, the value of accurate LMI is of benefit to many stakeholders in the region as evidenced by the regular inquiries for such data that the WIB receives on a frequent basis. For example, regular requests have increased from local economic development entities which has served to further strengthen the workforce development-economic development partnership throughout the region.

Data sources that will be utilized include, but are not necessarily limited to the following:

- United States Department of Labor Data
- MA Executive Office of Labor and Workforce Development data
- Local and regional economic development organizations' data (i.e. Southeast Regional Planning and Economic Development District)
- Data gleaned through WIB facilitated Employer Focus Groups
- Data from labor market reports through other sources
- Job placement and training completion data within the Massachusetts One Stop Employment System (MOSES)

Through this formalized process, the WIB will not only strengthen its ability to respond to changes in the local market through policy development and recalibrating services but will also position the organization to be the recognized as the local source for current labor market data in the region.

Section 5: Measuring Progress

The goals of the WIB will be reviewed by the full board and its subcommittees. The following metrics will guide the board in judging which strategies are successful and those that need adjustment or additional effort.

1. Raise Awareness of the WIB and Career Center's role in workforce development.

Quantitative Measures

- Development of formal outreach plan
- At least four informational inserts annually in two regional newspapers
- At least two guest articles per year in Chamber of Commerce newsletters
- At least six speaking engagements/presentations per year
- At least three employment information events per year
- 25% improvement in Bristol WIB website usage
- At least two television appearances per year
- At least two op-ed pieces in local newspapers per year
- Development of updated outreach materials for employer and job seeker services

Qualitative Measures

- Key stakeholders gain a greater understanding of workforce development system and actively utilize its services
- WIB becomes the key driver of workforce development policy discussion and partnership development in the region
- WIB becomes recognized leader in workforce development among community leaders and partnering organizations

2. Expand education, training, employment and career opportunities for at-risk target populations.

Quantitative Measures

- Work with Bristol Community College to establish at least two "fast-track" programs at Bristol Community College in critical industry clusters
- Establish at least two new "middle-skills" programs in regional critical industry clusters with non-WIA resources
- Work with local provider network to establish at least four integrated Adult Basic Education-Occupational Skills training programs in targeted industry clusters

- Work with Career Centers to hold at least four job fairs annually
- Increase number of employer on-site recruitments by 10%
- Secure at least 30% additional funding beyond Workforce Investment Act dedicated training dollars
- Develop one comprehensive inventory of training providers offering training/industry recognized credentials within the region's critical industry clusters

Qualitative Measures

- Availability of education and training opportunities expanded for job seekers
- Training programs prepare job seekers for opportunities in growth occupations
- Secured funding is coordinated and integrated to maximize level of services
- High demand positions that can be accessed with certificate and Associate Degree programs are identified

3. Strengthen services for at-risk youth.

Quantitative Measures

- Serve at least 400 youth annually through all targeted youth programs/activities coordinated by the WIB
- At least 1,000 youth are served directly or indirectly through WIB or partnering organization activities supported by the WIB
- Establish an Education and Industry Advisory Council to work with the region's public school system on career and job readiness for in-school youth
- Attain GED/Industry Recognized Credential attainment rate of 65% for at-risk youth
- Establish three intensive GED programs (one in each of the region's cities) for at-risk youth
- Increase the number of internships for in and out-of school youth by 10%

Qualitative Measures

- Youth will be provided a continuum of services based on strong partnerships and coordinated case management strategies
- WIA and non-WIA funding is blended to maximize services and avoid duplication of effort
- Youth program design includes strategies that identify career ladders within critical industry clusters that offer high wage/high growth opportunities

- WIB is recognized as regional leader for youth internships, job shadowing and apprenticeship opportunities
- Career and job-readiness of youth graduating from high school is positively impacted

4. Strengthen the connection between the region's employers and the workforce development system.

Quantitative Measures

- Increase of 10% in number of new employers served at Career Centers
- Increase of 10% in number of job orders placed with Career Centers
- Increase of 10% in number of On the Job Training partnerships established
- Hold at least six industry briefings
- Hold at least six employer focus groups
- Add at least five employer advocates from within board membership
- Increase number of incumbent worker training grants by 10%

Qualitative Measures

- WIB becomes first point of contact for employers seeking qualified employees
- WIB becomes first point of contact for employers seeking to upgrade skills of incumbent workers
- A greater understanding of current skill set needs required by the region's employers

5. Develop and sustain key partnerships that strengthen the region's workforce development system.

Quantitative Measures

- Establish formal meeting schedule with local economic development entities
- Increase number of employer referrals from local and regional economic development entities by 10%
- WIB and Career Center develop at least two cross regional partnerships with other Workforce Investment Areas designed to expand education, training and/or employment services
- Partner with at least five organizations that have not previously interfaced with the workforce development system
- Attend at least eight partner events per year (including Chamber of Commerce Business After Hours)

- Career Centers to develop at least three cross regional strategies for business service integration

Qualitative Measures

- Key partnerships are strengthened and new partnership are developed to align education, economic development and workforce development to meet employer needs
- Additional resources available through partnering organization are identified and utilized to increase intensity and effectiveness of services provided job seekers and employers

6. Utilize current labor market information to better guide resource allocation and programmatic activity.

Quantitative Measures

- At least one major labor market report issued per year
- At least six speaking engagements/presentations per year that include **LMI** component
- At least two labor market presentations to Career Center staff per year
- Update current health care and manufacturing career ladder documents
- Add one additional local career ladder publication in an additional critical industry cluster

Qualitative Measures

- Key stakeholders and staff understand current labor market trends and utilize this data in decision making
- Partnering organizations look to WIB for up to date labor market information
- Workforce development policy decisions driven by up to date LMI
- Influence local and regional discussions among partners and stakeholders on policy

Section 6: Conclusions and Next Steps

The Bristol Workforce Investment Board is committed to ensuring the local workforce development system continually strives toward improvement in meeting the demands of the region's job seekers, employers and other stakeholders. This plan embodies the principle that we must enable job seekers to maximize their opportunities for economic prosperity. The region's workforce development system will incorporate a diversity of resources that will be presented in a seamless manner to serve the wide array of individuals and organizations that are directly and indirectly impacted by the policies and services established by the WIB. Flexibility will be a cornerstone with adjustments continuously made to reflect the changing needs of customers based upon their expressed needs and recommendations.

The goals and tasks outlined in this plan will be overseen by the WIB's executive committee with input and analysis provided by relevant subcommittees of the board. These will include the Planning Committee, Youth Council, Performance Committee and Disability Action Committee. Any refinements of timeline and reporting instruments will be overseen by the WIB's Planning Committee. Each WIB subcommittee is comprised of a wide range of partners. By assembling and fostering communication among the region's diverse workforce stakeholders, the WIB will work toward remaining a major catalyst in the area's advancement of an effective workforce development system.

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
Bristol Workforce Investment Board and WIOA Partners
Umbrella Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Bristol Workforce Investment Board (WIB), with agreement of Fall River Mayor Jasiel F. Correia II (Chief Elected Official for the Bristol Workforce Development Area), the Bristol County Training Consortium (Lead operator of the One Stop Career Centers within the Bristol Workforce Development Area) and the One Stop Career Center (OSCC) partners, relating to the operation of the one-stop delivery of service in the local workforce area.

The Workforce Innovation and Opportunity Act (WIOA) requires core partners to align, connect, and integrate services by sharing resources and jointly designing services in ways that improve outcomes for shared customers and prioritize serving individuals with barriers to employment.

The purpose of this MOU is to define the parameters within which the parties to this MOU create a seamless, customer-focused Career Center network that aligns service delivery across all participating organizations and enhances access to program services. This will increase customer access and performance outcomes. Partners will work together to redesign the One-Stop Career Center (OSCC) customer flow and service practices across partner agencies including mapping regional career pathways and the accessibility and availability of services to shared customers.

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.

II. ONE STOP CAREER CENTER 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 Bristol Workforce Development Area, the Bristol Workforce Investment Board, the Bristol County Training Consortium (Bristol WDA One Stop Career Center Operator) 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:

- 1. The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD)
Organization represented: Massachusetts Department of Career Services

2. **The Dislocated Worker Program** (Title I), as part of DCS/EOLWD
Organization represented: Massachusetts Department of Career Services
3. **The Youth Program** (Title I), as part of DCS/EOLWD
Organization represented: Massachusetts Department of Career Services
4. **The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE)
Organizations Represented: Bristol Community College, SER Jobs for Progress, Inc. and Bristol County Sheriff's Office
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD
Organization Represented: Massachusetts Department of Career Services
6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS)
Organizations Represented: Massachusetts Rehabilitation Commission and Massachusetts Commission for the Blind
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD
Organization represented: Massachusetts Department of Unemployment Assistance
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD
Organization represented: Massachusetts Department of Career Services
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD
Organization represented: Massachusetts Department of Career Services
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS
Organization represented: Massachusetts Department of Transitional Assistance
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
Organization represented: Massachusetts Department of Transitional Assistance
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
Organization represented: Citizens for Citizens, Inc.

III. DURATION OF THE MOU

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2020, unless otherwise terminated by agreement of all parties or superseded.

In accordance with WIOA Regulations Subpart C 20 CFR Part 678.500, 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.

IV. ASSURANCES AND OVERVIEW OF PARTNER RESPONSIBILITIES

The Bristol Workforce Investment Board and all partners included in this MOU have agreed to conduct the following activities at a local level:

1. Enter into a local MOU with the Bristol Workforce Investment Board relating to operation of the one-stop delivery system.
2. 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.
3. Participate in continuous partnership building requiring inclusiveness of all partners involved.
4. Define “shared” customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
5. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to “shared” customers.
6. 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.
7. Track and evaluate the outcomes for individuals who face barriers to employment.
8. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction
9. Participation in regularly scheduled Partner meetings to exchange information in support of the MOU activities.
10. Participate in the design and use of coordinated intake, assessment, referral and case management.
11. Participate in the development of common and/or linked data management and data sharing methods, as appropriate.
12. 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 Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a)(h) (1) (C)).
13. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees.
14. 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 DEVELOPMENT

For purposes of this MOU, each partner organization agreed to participate in good faith negotiations to reach a consensus on all components of this MOU. Active involvement and equal opportunity to provide input by all core and required partners was demonstrated in the MOU negotiation process and is reflected in the MOU.

To ensure full participation among all OSCC partners, a Bristol Career Center Partners Planning Committee was formed to reach agreement on coordinated service strategies to positively impact shared job seeker and employer customers.

The committee met seven times between January and May of 2017. The agendas of these meetings covered the following topics:

- Analysis of Shared Customers and Services
- Customer Flow and Primary Components of Shared Customer Service
- Review of MOU Areas of Concentration
- Shared Intake and Referral
- Assessment Alignment
- Joint Case Management
- Coordinated Job Readiness and Job Placement
- Shared Employer Services
- Career Pathways
- Priority Populations

All parties to this MOU were provided the opportunity to review the draft and provide comments and suggested revisions before final execution of the agreement.

VI. SYSTEM DEVELOPMENT AND OPERATIONS

The One Stop Career Center Partners agree to participate in joint activities that will result in implementation and continuous improvement of service to the shared customers as outlined in this MOU. The following represents the local governance and leadership structure of these activities.

- A. **Steering Committee:** This committee will represent the policy and planning body for the One Stop Career Center Partner organizations. The committee will be responsible for overseeing the implementation of policies, projects and initiatives around all aspects of shared customer service and monitoring progress in meeting the terms of this MOU. The Steering Committee shall engage in ongoing analysis of, customer satisfaction metrics and any requirements for additional resources. The Committee will meet at least once quarterly. Each partner agrees to identify at least one individual to serve on this committee. The members will represent authorized decision makers in senior management positions from each partner organization. The activities of the Steering Committee will be facilitated by the Bristol Workforce Investment Board.

B. **Process Improvement Teams:** These teams will be charged with development and continuous quality improvement of strategies designed to increase the effectiveness of shared customer services particularly in the area of customer flow. The Teams are responsible for the implementation of the Partners Steering Committee's policies, service changes, and projects in a collaborative and efficient manner. The teams will be comprised of management and direct service staff as determined by each partner. Each partner agrees to identify at least one participant for each team. The Bristol WIB and Career Center will provide staff support for facilitation of each team's work. The Process Improvement Teams will be organized around the following categories:

1. Intake, Referral and Assessment Alignment
2. Coordinated Case Management and Support Services
3. Coordinated Job Readiness and Placement Activities
4. Career Pathways
5. Shared Employer Service

VII. SHARED CUSTOMERS AND PRIORITY POPULATIONS

A. Shared Customers

WIOA is designed to create a system of comprehensive services for customers regardless of the partner program in which they originally enroll. To that end, shared customers will receive the benefit of multiple partner services to maximize the effectiveness of workforce development and related services they receive in their progression to career and employment goals.

A shared customer is an individual who is enrolled in more than one core partner program at any time during a fiscal year. In order to be a shared customer, an individual must meet the eligibility criteria of partner agencies. Regardless of services being received or sought, the shared customer must have employment as his/her primary outcome. The shared customer will have characteristics that inhibit his/her progression to full time employment with career ladder opportunities. These characteristics will include at least one of the following:

- Low levels of literacy
- English language deficiencies
- Lack of high school diploma or equivalency
- Cultural barriers
- Limited occupational skills
- Limited job readiness skills
- Limited work history
- Long term unemployed
- Dependent on public assistance
- Underemployed
- Dislocated worker receiving Unemployment Insurance
- Low Income

All partners agree to maximize the number of their respective customers who become basic registrants at the region's One Stop Career Centers. This will allow customers to move through career center services as outlined in the attached Career Center Flow Chart (Attachment A). Through joint assessment processes, customers will be co-enrolled in appropriate services that will enhance their progression through individual employment plans and along a viable career pathway. Each partner agrees to implement co-enrollment strategies not just between the career center and individual partner, but across all partners. In order to achieve this goal, all partners agree to fully engage in the region's Professional Development Plan as outlined below.

B. Priority Populations

Among the shared customers, the following are priority populations. Included within several of the priority population are subsets identified by each partner as deserving particular attention in meeting their career and employment goals. All partners agree to prioritize services as outlined under WIOA for adult and dislocated worker and for individuals with barriers to employment. Under WIOA, the term "individual with a barrier to employment" means a member of one or more of the following populations:

1. Unemployment insurance claimants
2. Low-income adults including TANF and SNAP recipients,
Additional barrier subsets: Participants within two years of exhausting eligibility
3. Homeless;
4. Adult Education participants (Title II);
Additional barrier subsets: Evening learner, Single parent, Limited English Speakers
5. Individuals with disabilities (Vocational Rehabilitation Title IV);
Additional barrier subsets: Individuals with CORI/SORI and substance abuse issues
6. Veterans;
7. Older workers;
8. Re-entry populations; and,
9. Youth, including youth with barriers to employment.
Additional barrier subset: Youth with basic skills deficiency and substance abuse issues

C. Employer Customers

In all cases, employers seeking to utilize the One Stop Career Center and/or partner organizations for workforce development services will be defined as shared customers. All WIOA Partners agree, in accordance with each Partner's authorizing legislation, to make improving business service delivery a priority in terms of meeting the workforce needs of high demand industries. The approach toward employers is to identify specific workforce needs and leverage public resources and services in order to meet those needs in a timely and effective manner. Available services and resources offered to employers shall include but are not limited to:

- Interviewing activities;
- Access to labor market and related information through the WIB;
- Information regarding workplace accommodations for persons with disabilities;
- Information and referral to business start-up, retention, and expansion services;
- Information and referral to sources for developing customized training programs;
- Information on career preparation activities and career pathways;
- Information, development and coordination of work based learning opportunities including: Work Experiences, On-The-Job Training contracts, and apprenticeships.
- Information and development of incumbent worker training;
- State and/or federally generated information on tax credits for new hires;
- Access to information and services through the Career Center and online;
- Avenues to place job openings;
- Referrals of well-qualified customers;
- Staff-assisted employee pre-screening;
- Basic job matching of resumes and applications;
- Preliminary basic skills and other assessments;
- Industry specific job fairs;
- Individual and group recruitments;
- Relevant business seminars and information sessions;
- Development and coordination of job orders;
- Coordination with other business-serving organizations;
- Assessment and testing of potential candidates;
- Locating and procuring sites for the interviewing process;
- Business-specific job fairs; and
- Outreach and marketing services for small businesses and entrepreneurs.

The business service delivery system will be highly coordinated to provide a high quality level of service to all employers. The above services shall be implemented with the collaboration of all the partners. Each partner will identify staff to act as a liaison to the Employer Services Process Improvement Team. Identified service staff will play a significant role in understanding the needs of employers and in communicating those needs to WIOA partners and the broader workforce system.

Each partner agrees to development of a pooled system of employment openings in the region. At a minimum, when a partner is unable to fill an opening posted to a partner organization, that partner agrees to share the information with the Career Center for dissemination among all partners. The Career Center will distribute a weekly local “hot jobs” list to all partners.

See attached employer flow chart.

VIII. CAREER PATHWAYS AND CUSTOMER FLOW

The following documents participants' progression through services provided by the One Stop Career Center and Career Center Partner services. Advancement along a career pathway shall be supported by each partner's participation in the continuum of services available to the priority populations identified in this MOU. Please See Attached Career Pathways flow charts.

OSCC Partners will develop the appropriate activities within the MOU for the shared customer pools. Activities and services include, but are not limited to: • Intake • Needs assessment • Basic skills assessments • Identification of appropriate services to meet needs • Referrals to other One-Stop Career Center Partners • Business services • Support for programs to invest in or create access to assistive technologies

A. Functional Team Model

As part of its "Operational Procedures", and to best adhere to the requirements and objectives of WIOA, the Career Centers of Bristol County will utilize a functional team model in the delivery of integrated Workforce Innovation and Opportunity Act (WIOA) services in collaboration with One Stop partners.

The integration of staff providing services from varying programs with different eligibility requirements creates a need to formulate customer service flow in a manner that expedites service and meets compliance requirements for the participating partner programs.

The primary principle of the shared customer service flow is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Bristol Workforce Development Area,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Work toward developing and utilizing common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and

- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

B. Outreach

The Career Center Partners agree to develop and implement a strategic outreach plan that will include, at a minimum:

- Specific steps to be taken by each partner,
- An outreach plan to the region's human resources professionals,
- An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- An outreach and recruitment plan for out-of-school youth,
- Sector strategies and career pathways,
- A plan for messaging to internal audiences,
- An outreach tool kit for Partners,
- Clear objectives and expected outcomes, and
- Leveraging of any statewide outreach materials relevant to the region.

C. Intake, Assessment and Referral

Both job seeker and employer customers need to access one-stop system services that provide them with the optimum utilization of available partner and community resources and lead to successful outcomes. Partner staff shall work to connect customers as quickly as possible to partners through referral processes that are impartial and designed to rapidly and efficiently meet the customer's individual needs. These methods of referral include a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among system partners.

The referral process includes a commitment for all parties of the MOU to implement processes for the referral of customers to services that are provided on-site at the One Stop Career Centers and off-site as well. At a minimum, the referral process between the One Stop Career Centers and the parties of this MOU will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding Career Center and partner programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each Career Center partner will provide a direct link or access to other Career Center partner staff that can provide meaningful information or service, through the use of co-

location, cross training of Career Center staff, or real-time technology (two-way communication and interaction with Career Center partners that results in services needed by the customer).

- Share information not only between the One Stop Career Center and each individual partner, but ensure that all required partners are informed and engaged in system alignment activities.

In order to achieve these objectives, each partner commits to participation in the work of the Process Improvement Teams as outlined in Section VI.

Partners shall identify common intake information at the clients' point of entry. Partners agree to work toward closer alignment of intake/registration forms that will assist in more seamless referral among partner agencies.

Assessment will involve gathering information, appraising, analyzing, and using it to assist the shared customer in identifying and accessing service needs appropriate to the individual. Such assessment may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. The goal of an assessment is to identify skills, strengths and deficiencies, and attitudes relating to vocational training, basic education, and employment.

When referring customers, partners may have already gathered information regarding job seekers' basic skills, education, work history, occupational skills, employability, interests, aptitudes, financial situation/need, developmental needs, and supportive service needs. With consent of the customer, partners agree to share this information for the sole purpose of providing client centered, customized services to meet the needs of the referred customer.

To that end, partners agree to work toward alignment of assessment tools to the extent possible in order to identify services that may be needed and accessed across multiple partners. This would include basic skills testing (i.e. Test of Adult Basic Education, Best Plus), career interest inventories, and occupational skills assessments (i.e. Career Ready 101, TORQ).

In referring customers to the Career Center, Partners will work with the One Stop Career Center on the "triage team" model. Triage Team members provide an overview of "Partner Programs" and coordinate activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs. Triage Team members refer customers to Partner agencies or other appropriate agencies as determined by the "Initial Assessment".

Customers interested in services other than "Self-Service" or the "Career Center Seminar, are referred to a "Triage Team" member. Triage Team staff begin the process of assisting the customer with providing information regarding employment, and training services.

. Triage Team staff make a determination on the employment/training needs of an individual and arrange those services to be provided to the participant. Customers will be determined either “Job Ready” or in need of “Individualized” Services. Some customers may choose self-service activities.

Triage Team members utilize a variety of “Basic Service” methods and tools available at the Career Center. Triage Team members determine with the customer, the appropriate “Career Center Pathway” the customer should follow and refer accordingly. This may include Career Center referral to partner agencies for additional services.

Partners agree, through Process Improvement Team participation, to develop increased use of technology to make referrals among participating agencies more efficient and effective.

D. Coordinated Case Management and Support Services

Case Management is a critical component in a customer’s progression through coordinated services along a career pathway. All partners agree to coordinate case management of guidance and counseling services. This shall include participating in the preparation and coordination of individual employment plans to include service strategies for participants to ensure access to necessary WIOA activities and partner and community supportive services, using where feasible, computer-based technologies. Case Management will be provided to ensure that customers are successful in their education, training and employment goals.

An Individual Employment Plan (IEP) maintained at the Career Center is the basis for the overall case management strategy. Having a well-developed IEP and related documentation is required and is a fundamental part of Case Management. As a result, all partners agree to support the development of and participants’ progression through their IEP. Development of the IEP shall include the identification of the employment goals, appropriate achievement objectives, associated strategies, and appropriate combination of services for the participant to achieve his or her employment objectives including providing information on eligible providers of training services, and career pathways to attain career objectives.

The One Stop Career Center will utilize the IEP to update strategies and activities as they occur, and to document referral and contact information for services obtained from partner organizations. Partners agree to document participants’ progress, activities completed, benchmarks reached, and any other accomplishments. The IEP will be a “living document” and will be reviewed and updated as life changes occur, including the participant’s interests and ambitions. Service strategies will be updated as services are obtained from partner organizations, and as activities are completed, and as goals are met and benchmarks are reached. Partners agree to monitor and re-evaluate the participant’s progress toward educational and occupational goals

E. Training Services

Upon completion of orientation and assessments, customers may be deemed appropriate for training services. Occupational skills training may be accessed by the job seeker through the Career Center or partner agencies. A customer will be referred to training if they are determined to be:

- Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Have the skills and qualifications to participate in training services.
- Has selected a training directly linked to the employment opportunities either in the local area or planning region, or in another area to which the individual is willing to commute or relocate.
- The participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, TAA, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of training.

Consistent with the Bristol WIB's plan, the Career Center and Partners agree to maximize access of shared customers to the following activities:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Incumbent worker training (as authorized by the Board);
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training where it is likely to result in a job and income that meets WIOA goals within the required time period;
- Transitional jobs;
- Job readiness training provided in combination with other training services such as occupational skills training;
- Adult education and literacy activities including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with other training services; and
- Customized training conducted with a commitment by an employer or group of employees to employ an individual upon successful completion of the training.

In addition, occupational training shall be targeted in occupational categories highlighted in the *Bristol Workforce Investment Board Strategic Plan*. It should also be noted that the region's career

plan also recognizes the commitment for life long learning which includes referral to post secondary institutions such as community college.

F. Job Readiness

Partners agree to coordinate job readiness activities to prepare customers for active job search and employment. Partners agree to implement job readiness activities in partnership with the career center and other parties to this MOU. This will include participation on the relevant Process Improvement Team.

Components of Job Readiness that will be the focus of closer coordination include the “Job Club” model. This model is an intensive two week, staff facilitated job preparation with the following components:

- Motivation
- How to perform a successful job search
- Activities to apply learned job search techniques
- Sharing in a group setting the results of the activities applied

Career Ready 101 continues to be a major initiative implemented with the Bristol Workforce Development Area by the Career Center and WIB. Career Ready 101 is a comprehensive, easy to use curriculum to help individuals master the work readiness skills they need to be successful in a changing workplace. It incorporates tools and activities for identifying career interests, developing a resume, creating and managing a personal budget and exploring careers through job shadowing and mentoring. This internet-based learning system includes Courses in career awareness and exploration, career preparation, job search, career success skills, financial awareness, and the foundational work skills measured by the ACT WorkKeys job skills assessment system. The Career Center agrees to work with each partner to assist in implementing and delivering Career Ready 101 to customers of partnering organizations where appropriate.

Partners agree to participate and coordinate other job readiness activities that will benefit the shared customer including Industry Briefings.

G. Job Placement Assistance

Each partner is engaged to some degree in job matching and job placement assistance for customers. To support job seekers in this activity, partners agree to coordinate placement activities to maximize employment outcomes.

The Career Center agrees to working with Partner organizations to:

- Outreach, identify and recruit business in the region that are hiring
- Identify and share employment opportunities
- Refer job seekers to job fairs, industry briefings and recruitments
- Work with Career Center Business Service Representatives
- Identify and recruit qualified job seekers for employers
- Coordinate and participate in job fairs, recruitments and industry briefings

H. Partner Supports

Each partner agrees to provide support to shared customers' progression through local Career Pathway activities. The following provides a summary of partners' supports that will be provided for shared customers. This is not necessarily an exhaustive list and may be updated through the work of the Process Improvement Teams and Steering Committee.

Activity/Support	Career Center (BCTC, DCS)	ABE (BCC, SER, BCC/TPS, BC Sheriff)	SCEP (Citizens for Citizens)	Voc Rehab (MRC, MCB)	Department of Unemployment Assistance
Career Planning/Counseling	X	X		X	
Skills Assessment (including testing)	X	X	X	X	
Vocational Counseling	X	X		X	
Job Readiness Activities (Workshops/other)	X	X		X	
Career Exploration	X	X		X	
Job Search & Placement Assistance	X	X	X	X	
Job Placement Follow-Up	X	X	X	X	
Occupational Training (funding support)	X			X	
Employer Outreach and Recruitment	X		X	X	
Supportive Services (i.e. childcare, transp)	X	X		X	
Work Experience Components	X		X	X	
Assistive/Rehabilitative Technology				X	
Literacy/Math - ABE classes		X			
Language upgrade (ESOL classes)		X			
Citizenship Preparation		X			
Transition to College Assistance		X		X	
Unemployment Claim Opening & Information					X
Computer Workshops/Training	X	X			
Vocational / Vision Rehabilitation Therapy				X	

In order to facilitate increase effectiveness to individuals with disabilities, partners also agree to identify a participant to serve on the Bristol WIB's Disability Action Committee. The DAC is charged with improving overall workforce development services to individuals with disabilities and advises the WIB and Career Center operator on issues regarding physical accessibility, adaptive equipment and auxiliary aides, technology, and other issues related to serving this priority population.

I. Staff Coordination and Outstation

In order to foster maximum integration and coordination of services, the One Stop Career Center and Career Center Partners agree to designate a lead staff person to work collaboratively on behalf of their clients.

Each partner agrees to participate in the development of an outstation plan. Further, each party to this MOU agrees to achieve an outstation of staff in one of two ways.

1. **Physical Outstation (preferred):** The partner agrees to outstation staff at one or more of the region's One stop Career Center. The schedule and location will be established through joint discussions with Career Center management staff. It is understood that the Centers' office space and support such as telephones, fax, copier and other similar resources available to these out-stationed staff may be limited due to the limited funding available to the Centers. It is understood that the staff resources contributed by partners may only be used for providing employment-related services to individuals who are eligible or potentially eligible for services by the respective partner.
2. **Functional Outstation:** The partner agrees to identify one or more staff to participate in the region's Career Center 101 certification training and all professional development/training activities as referenced in section VIII. Through this process partner staff will become highly knowledgeable in Career Center and partner services and would be able to work with Career Center and other partner agencies to ensure that customers will be able to access their agency's services. These staff will also be able to act as a near equivalent to a Career Center outstation at their respective locations.

The Career Centers agree to outstation staff on a periodic basis at partner sites. The schedule will be mutually agreed to between the Career Centers and respective partners. If sufficient funding is available through infrastructure and shared cost agreements, the Career Center agrees to work with partner organizations to schedule periodic outstations that may occur in the evening to maximize service to the widest range of customers possible.

J. Technology

The partners shall work to increase availability of "virtual" services through the use of technology. The Career Center shall work with partners to achieve off site access to Career Center services. Initially this will include a number of resources that would assist customers in career exploration, job readiness, and employment opportunities. Specific examples which will be available to Career Center partners include JobQuest, Career Ready 101, TORQ, MassCIS, HWOL, job search engines, WIB labor market reports, WIB industry specific Career Ladder studies and the local Hot Jobs publications. Partners commit to ensuring that career center adaptive technology is available to provide customers with disabilities access to all services.

IX. PROFESSIONAL DEVELOPMENT

To maximize coordination and delivery of services, all partners agree to participate in a regional Professional Development Plan that will develop and enhance each organization's staff capacity to serve the shared customer. Staff will be adequately cross-trained as a result of their participation in capacity building and staff development activities.

The Career Center and each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. To that end, each partner agrees to:

- Hold at minimum two formal training sessions each year regarding their services including program regulations, eligibility requirements, work requirements, core and intensive services available, support services available and all other relevant information regarding the delivery of services.
- Identify staff to fully participate in Career Center Partner training sessions that occur throughout the year.
- Identify staff to participate in training sessions by non-required partners that are able to provide additional services to shared customers.

In addition to the standard trainings, partners are encouraged to identify at least one staff that will, in addition to attending established training sessions, go through a local Career Center 101 certification training. This will include attendance at a Career Center seminar, Job shadowing career center staff for a day, attending a job club session, and other more intensive exposure to direct career center activities. Trainings will be coordinated to occur over the course of the year in different areas of the region to maximize staff participation. A schedule of activities will be negotiated between the WIB, Career Center and partners.

X. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of One-Stop Operator as required by WIOA, at least once every 4 years. This participation will include providing feedback during the development of the Request for Proposals. In addition, partners agree to participate in one of the following ways: Direct participation on the WIB's designated review committee or by providing written comments to the WIB's Review and Executive Committees prior to final approval of the full board.

XI. PERFORMANCE MEASURES

The Bristol Workforce Investment Board in agreement with the OSCC Partners agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between the Local Board and the mandated One- Stop Career Center partner, including incentives and penalties. This review will occur at the Career Center Partners Steering Committee in accordance with their normally scheduled meetings.

XII.. DATA SHARING FOR INTEGRATED SERVICE DELIVERY

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once where possible. As well, partners agree that the need to report performance outcomes necessitates sharing information regarding customers' achievement of education, training, credential, and employment outcomes.

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.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

XIII INFRASTRUCTURE AND SHARED COST

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 all the 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.

XIV. AMENDMENT

This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies. Amendments for any changes that will affect the responsibilities of all parties, require the signatures of all parties.

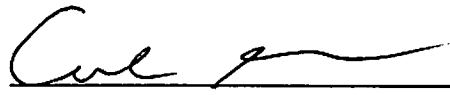
XIV. SIGNATORIES

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. 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.


By signatures affixed below, the parties specify their agreement:



Jasiel F. Correia II
Mayor, City of Fall River
Chief Elected Official



Carl Garcia
Carl's Collision
Chair, Bristol Workforce Investment Board



Thomas Perreira
Bristol Workforce Investment Board
Executive Director



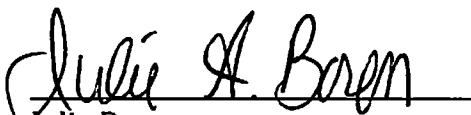
Hildegard Camara
Bristol County Training Consortium
Local Career Center Lead Operator



Steven Pereira
MA Department of Career Services
DCS Operations Manager



Mitchell Zahn
MA Rehabilitation Commission
Fall River Area Director




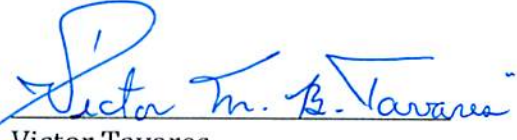
Julie Boren
MA Commission for the Blind
Regional Director



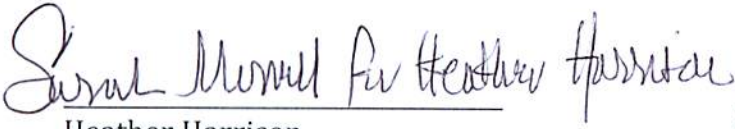
Anne Ahern
MA Rehabilitation Commission
Taunton/Attleboro Area Director

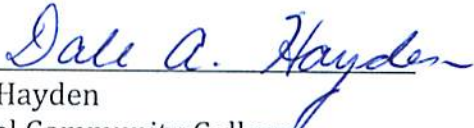

Ou Ngoun
MA Department of Transitional Assistance
Fall River Director



Nelson Abreu
MA Department of Transitional Assistance
Taunton/Attleboro Director



Victor Tavares
SER Jobs for Progress, Inc.
Adult and Community Learning Services



Gail Bernier
Citizens for Citizens, Inc.
Senior Community Service Employment Program



Heather Harrison
Bristol Community College
Adult and Community Learning Services


Dale Hayden
Bristol Community College
Adult and Community Learning Services


Eileen A. Cruz
Bristol Community College
Adult and Community Learning Services


Ana Arruda
Bristol County Sheriff's Office
Adult and Community Learning Services


Carmen S. Botelho
Bristol Community College/TPS
Adult and Community Learning Services


Rick Jeffers
MA Department of Unemployment Assistance
Director

CAREER CENTER FLOW CHART - RECEPTION DESK

- Veterans & eligible spouses identified at entry will receive priority of service
(This means receipt of services earlier in time or in-stead of non veteran customers)
- Customers inquiring about Staff Assisted Job Search and Training are referred to Triage Team
- Other customers are referred to other services as requested i.e. CCS, Resource Area, Employer events, staff appointments, computer lab, or workshops/job club events.

RESOURCE AREA Conference Rooms

- Self-Service Job search
 - UI services.
 - Employer services
 - Workshops/
- (Customer may start as self-service then inquire about additional services)
Will return to Reception Desk for referral to Triage team

TRIAGE TEAM

- Staff Screen for MSFW, VA status
(Follow regulations for providing services)
See Addendum
- Refer customers to CCS for Center orientation (review of services)
- Refer to Resource Area if customer reconsiders self service in lieu of staff assistance.

- Duties:**
1. Customer registers w/Job Quest
Staff check job quest enrollment status
 2. Title I eligibility process begins
Staff provide customers with info on potential Title I eligibility and required documentation. (See Title I addendum)
 3. Start an Initial Assessment
Staff determine skill level, numeracy & Eng. Lang. proficiency, supportive needs, skill gaps, etc. (See page 11 SOP)
 4. Informational Services:
Information provided will be based on need as determined by initial assessment
 - Employment statistics:
 - job vacancy listings
 - job skills needed for in-demand industries
 - Performance info on contractors
 - Performance info on CC
 - Info on supportive services & referrals to services
 - Info on UI filing
 5. Refer customers to other Partner Programs & services within and without the workforce system.
Staff refer customers to Partner agencies or other appropriate agencies as determined by the Initial Assessment

Job Ready Customers are referred to the Job Ready Team

*Customers in need of additional skills to secure & retain employment are referred to the Skills Development Team
EO information is provided*

CAREER CENTER SEMINAR/RESA

Customers attending the CCS are UI mandated (RESA) or are referred by Triage staff for Center Orientation.

CC seminar customers interested in staff assisted job search or training are referred to triage team members

RESA customers return to meet w/ job ready team members for review

SKILL DEVELOPMENT TEAM

See SOP Pgs 18-31

Staff: BCTC, WP,

- Duties:**
1. Complete Title I Eligibility (QA)
 2. Comprehensive Assessment
 3. Enroll in Title I
 4. Develop an IEP
 5. Develop Career Plan (Case management)
 6. Refer customer to Assessment Team

Types of Services::

(any combination based on assessment)

1. Short-term, Pre-Vocational Development Of:
 - a. Learning Skills
 - b. Communications
 - c. Interviewing
 - d. Punctuality
 - e. Personal Maintenance
 - f. Professional conduct
2. Workforce Preparation activities:
 - a. Basic Academic skills
 - b. Critical thinking
 - c. Digital literacy
 - d. Self management
 - e. Working w/others
 - f. Understanding systems
 - g. Job Club

3. Internships & work Experiences.
4. Transitional Employment
5. Out-of-area job search & relocation assistance.
6. ELA acquisition & integrated ed & training programs
7. Financial literacy
8. Training Services
9. Computer Lab
10. Job Search & Placement

Assessment Team-
Schedules, facilitates, reviews CR101 workshops. Facilitates curriculum portions plus CAP, TORQ, TABE Lang Proficiency, Skills Gap, Financial aid info

JOB READY TEAM

Services both Job Seeker & Employer Customers

Staff: BCTC, WP, Veteran Rep

Duties: Job Seeker customer

1. Career Counseling
Determine education & skills set for job matching
2. Utilize Job Search Tools & Services:
 - Career Ready 101 Learning system for job seeker customers (See Addendum)
 - Mass CIS Career Information system
 - HWOL Labor market information tool
 - Job Search/ Search Engines: In-Deed, Job Quest etc.
3. Determine Computer literacy
Refer if needed to:
 - Intro to Computers
4. Job Search & Placement
 - Identify employment opportunities & refer customers as appropriate.
 - Identify job seekers interested in working for "Employer Partners"
 - Refer job seekers to Job Fairs/Industry Briefings and recruitments.
 - If unable to place refer to Skill development Team for Title I eligibility & suitability
5. Employer Services (see SOP pgs 17 & 18)
 - Work as a team w/Business Service Reps. In center & in region
 - Outreach, identify, recruit business customers
 - Identify and recruit quality job seekers for employers.
 - Schedule job fairs, recruitments, industry briefings.
 - Refer Profiler to HR reps. (Profiler: Meet w/ HR reps to review CR 101 services)

COMPUTER LAB (title I Eligibility needed)

Upon completion of Lab, customer is referred back to enrolling staff member

EMPLOYER PARTNERS

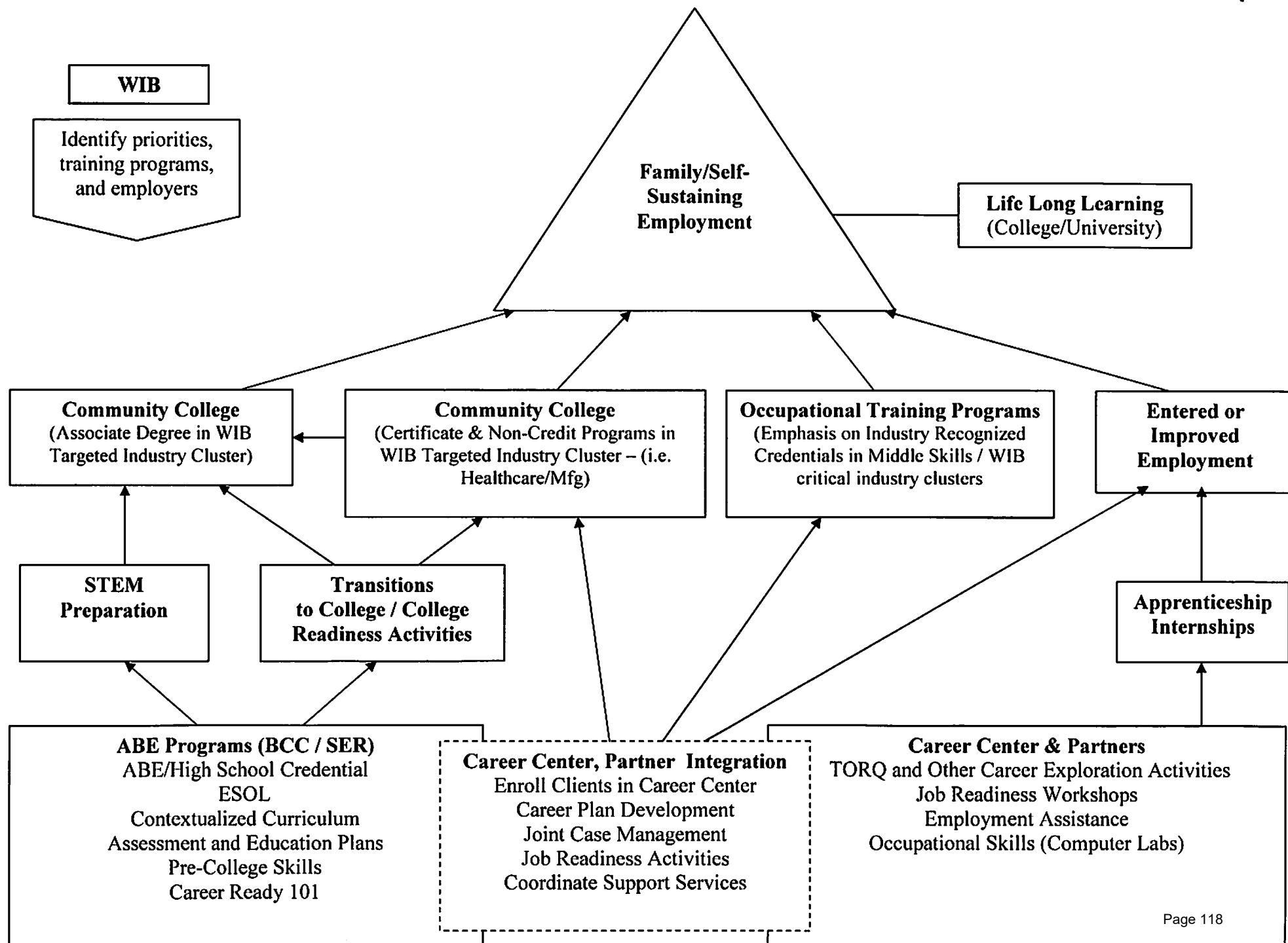
Identify and assist job seekers in securing employment with specific Career Center "Employer Partners."

Job Match EMPLOYMENT

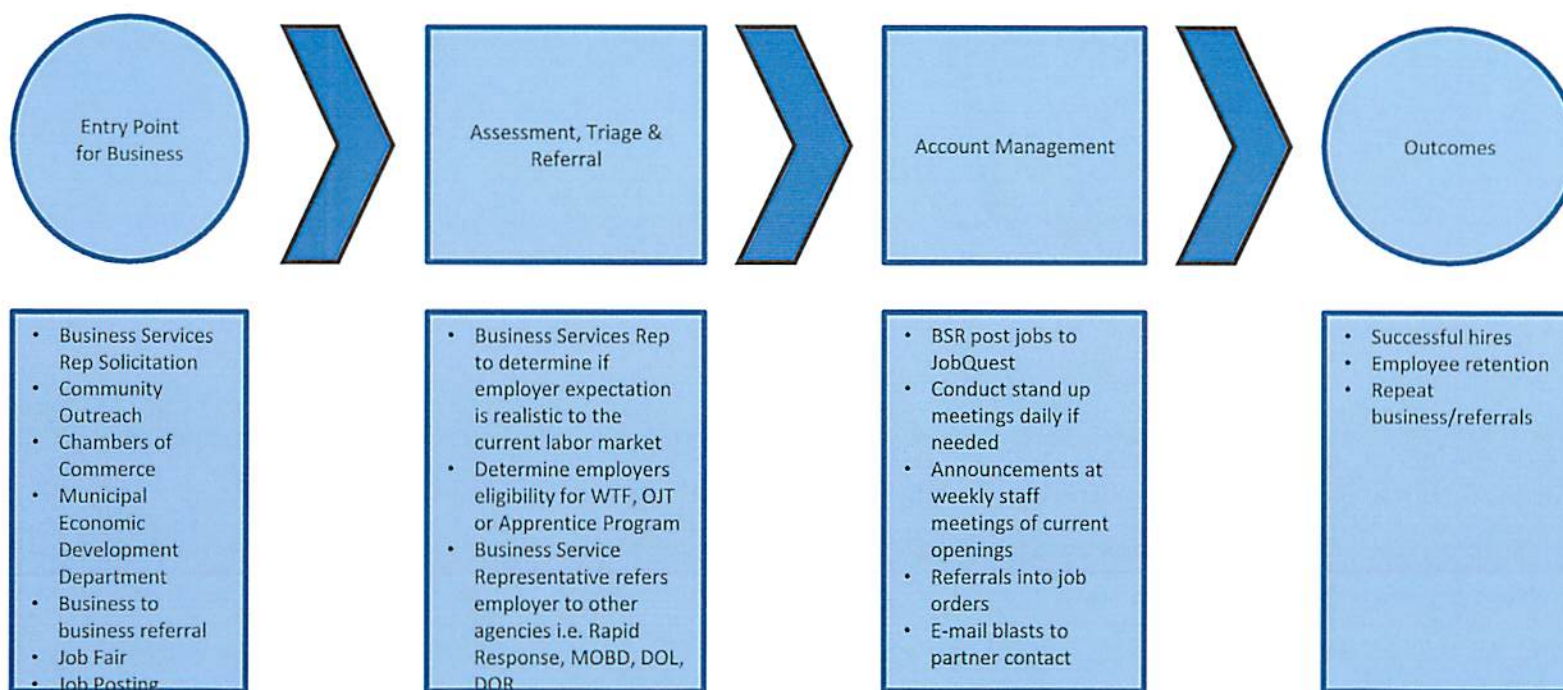
FOLLOW-UP SERVICES

Follow-up services must be provided, as appropriate, including: counseling, regarding the workplace, for participants in adult or dislocated worker workforce activities who are placed in unsubsidized employment for up to 12 months after the first day of employment

Bristol Regional Career Pathway



BUSINESS CUSTOMERS/Demand Driven 2.0



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: <http://www.mass.gov/massworkforce/ccpr/>

**PROFILE OF CAREER CENTER CUSTOMERS
BRISTOL WORKFORCE DEVELOPMENT AREA
FISCAL YEAR 2017**

Total Individuals Served	15,470	
Gender		
Male	8,638	56%
Female	6,830	44%
Ethnicity		
White	10,940	71%
Black or African American	2,136	14%
Hispanic or Latino	2,134	14%
American Indian or Alaskan Native	162	1%
Asian	381	2%
Hawaiian Native or Other Pacific Islander	40	0%
Other	2,214	14%
Age		
18 or under	863	6%
19-21	924	6%
22-45	8,159	53%
46-54	2,763	18%
55+	2,761	18%
Education		
Less than High School	2,442	16%
High School Diploma or Equivalent	5,822	38%
Some College/Vocational Degree	2,231	14%
Associate Degree	1,181	8%
Bachelors Degree	1,767	11%
Advanced Degree	673	4%
Self-Identified Persons With Disabilities	1,029	7%
Unemployment Insurance Claimants	9,002	58%
Veterans	720	5%
Employers Served	1,738	
Employers Listing Job Orders	601	35%
Employers Receiving Referrals	1,334	77%
Employers Who Hired a Job Seeker Referral	164	9%

BRISTOL 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	106	259	96
Female	80%	42%	41%
Age 55 or Over	5%	32%	54%
Less than High School	12%	19%	22%
Limited English	0%	2%	6%
Math or Reading Level <9.0	42%	27%	26%
Disabled	4%	1%	1%
Cash Welfare	31%	na	na
UI Claimant	na	95%	90%
Offender	0%	0%	0%
Veteran	2%	4%	4%
Single Parent	58%	8%	4%
Low Income	100%	na	1%
Enrollments By Activity			
Total Program Participants YTD	106	259	96
New Program Enrollments	41	157	66
New Training Enrollments	15	105	48
New & Carry-in Training Enrollments	72	183	69
ABE/GED or Equivalent	5	35	15
ESL	0	9	8
Occupational Skills Training	67	150	54
OJT	0	3	0
Other.	0	3	0
Exit and Outcome Summary			
Total Exits YTD	58	96	23
Entered Employments YTD	42	75	16
Entered Employment Rate at Exit	75%	82%	73%
Average Pre-Wage	na	na	\$25.94
Average (Post) Wage	\$13.82	\$18.46	\$22.41
Wage Retention Rate (post/pre-wage)	na	na	86%
Degree/Certification	60	134	na

Note: Data on entered employments and wages obtained from the participants.

Source: DCS, CCPR <http://www.mass.gov/massworkforce/ccpr/fy-2017/>

BRISTOL 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	53	101	154
Age 14-18	96%	43%	61%
Age 19-21	4%	43%	29%
Age 22-21	0%	15%	10%
Female	42%	53%	49%
Disabled	70%	16%	40%
HS Student	96%	0%	33%
HS Dropout	0%	69%	45%
Limited English	0%	0%	0%
Math or Reading Level <9.0	68%	32%	44%
Offender	6%	7%	6%
Welfare	2%	18%	12%
Foster Child	2%	4%	3%
Homeless/Runaway	0%	3%	2%
Pregnant/Parenting	2%	15%	10%
Requires Additional Assistance	0%	4%	3%
Enrollments By Activity			
Educ., Trng, & Tutoring	50	7	57
ABE/GED or Alternative	41	67	108
Financial Literacy	26	0	26
Summer Employment Opportunity	50	13	63
Work Experience/OJT	50	11	61
Occupational Skills Trng	52	41	93
Leadership Dev/Community Services	36	1	37
Mentoring	36	1	37
Guidance/Comprehensive Counseling	50	1	51
Other (non program)	0	7	7
Exit and Outcome Summary			
Total Exits YTD	3	22	25
Entered Employments YTD	1	15	16
Entered Post-HS Training YTD	2	7	9
Placed in Employment/Education Rate	100%	100%	100%
Average Wage	\$11.33	\$11.31	\$11.31
Degree/Certification	2	21	23

Note: Data on entered employments and wages obtained from the participants.

Source: DCS, CCPR <http://www.mass.gov/massworkforce/ccpr/fy-2017/>

BRISTOL 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 nd Quarter After Exit	83%	86%
Employed 4 th Quarter After Exit	75%	77%
Median Earnings at 2 nd Quarter After Exit	\$4900	\$5200
Credential Attainment Rate	Baseline Indicator	
Measureable Skill Gains	Baseline Indicator	
Effectiveness in Serving Employers	Baseline Indicator	
WIOA TITLE 1 DISLOCATED WORKER		
Employed 2 nd Quarter After Exit	84%	86%
Employed 4 th Quarter After Exit	83%	85%
Median Earnings at 2 nd Quarter After Exit	\$7500	\$7600
Credential Attainment Rate	Baseline Indicator	
Measureable Skill Gains	Baseline Indicator	
Effectiveness in Serving Employers	Baseline Indicator	
WIOA TITLE 1 YOUTH		
Employed 2 nd Quarter After Exit	80%	80.5%
Employed 4 th Quarter After Exit	72%	73%
Median Earnings at 2 nd 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 nd Quarter After Exit	60.0%	64.0%
Employed 4 th Quarter After Exit	60.0%	62.0%
Median Earnings at 2 nd Quarter After Exit	\$5,100.00	\$5,500.00
WIOA TITLE II ADULT EDUCATION		
Measureable Skill Gains	41.0%	42.0%

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.