CENTRAL MASS WORKFORCE DEVELOPMENT AREA CENTRAL MASS REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Central Mass Workforce Investment Board

Jeffrey Turgeon, Executive Director

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WIOA LOCAL PLAN OVERVIEW The Massachusetts Local Plan represents the unified efforts of several state and local partners to administer an effective and efficient workforce system for the Commonwealth. SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT **DATA PACKAGES DEMOGRAPHIC CONTEXT** EMPLOYER DEMAND SUMMARY CAREER PATHWAYS INVESTIGATING THE EMPLOYMENT SUPPLY GAP ADULT BASIC EDUCATION SURVEY RESULTS ANALYSIS SECTION II: WORKFORCE BOARD STRATEGIC PLAN 55 SECTION III: MEMORANDUM OF UNDERSTANDING 89 METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTESMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 141 CAREER CENTER PARTICIPANTS AND OUTCOME SUMMARIES PROFILE OF CAREER CENTER CUSTOMERS WIOA TITLE I ADULT PARTICIPANTS SUMMARY WIOA TITLE I DISLOCATED WORKERS PARTICIPANTS SUMMARY WIOA TITLE I YOUTH WORKERS PARTICIPANTS SUMMARY TRADE ADJUSTMENT ASSISTANCE PARTICIPANTS

WIOA PRIMARY INDICATORS OF PERFORMANCE

WIOA LOCAL PLAN OVERVIEW

FISCAL YEARS 2018-2021

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

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

SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

DATA PACKAGE

DEMOGRAPHIC CONTEXT

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

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

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

EMPLOYER DEMAND SUMMARY

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

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

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

CAREER PATHWAYS

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

INVESTIGATING THE EMPLOYMENT SUPPLY GAP

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

Labor supply/employer demand = supply gap ratio

ADULT BASIC EDUCATION SURVEY

SURVEY RESULTS ANALYSIS

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



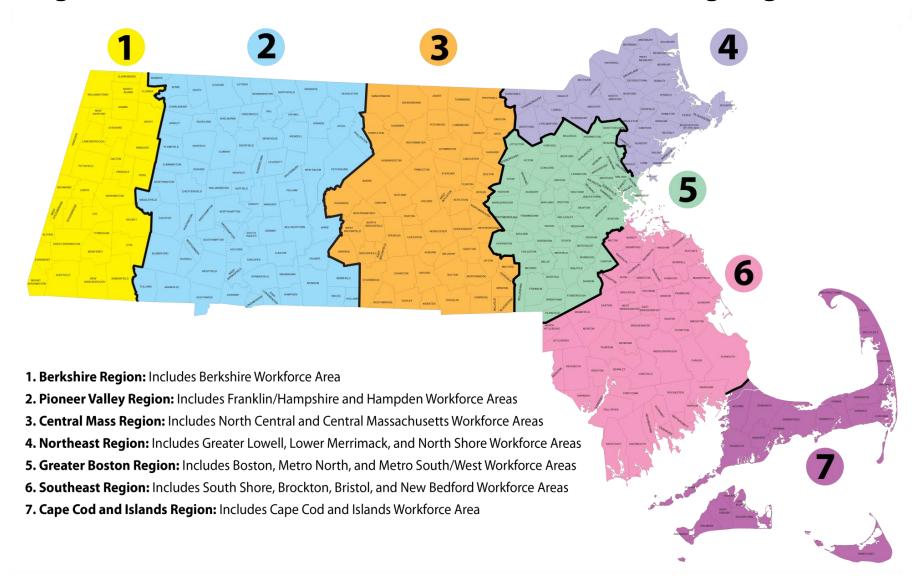


Table of Contents

This report contains critical data and analysis illustrating employer demand and worker supply in 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



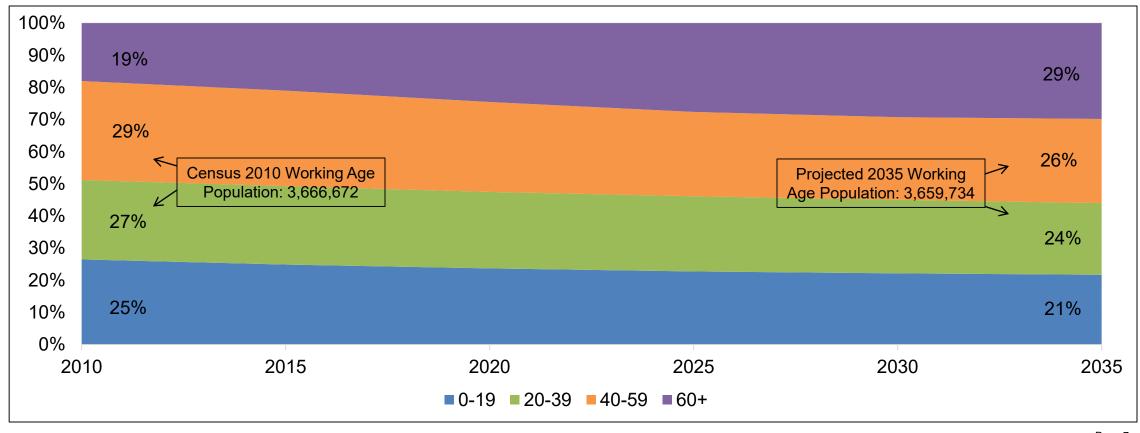
II. Demographic Context and Overview

- 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

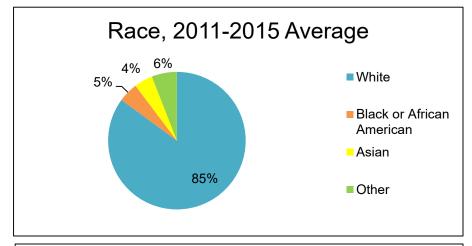
Massachusetts population growth is driven by immigration, and by growth in diverse populations.

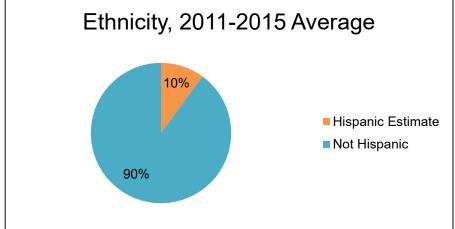
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%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

^{**}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.

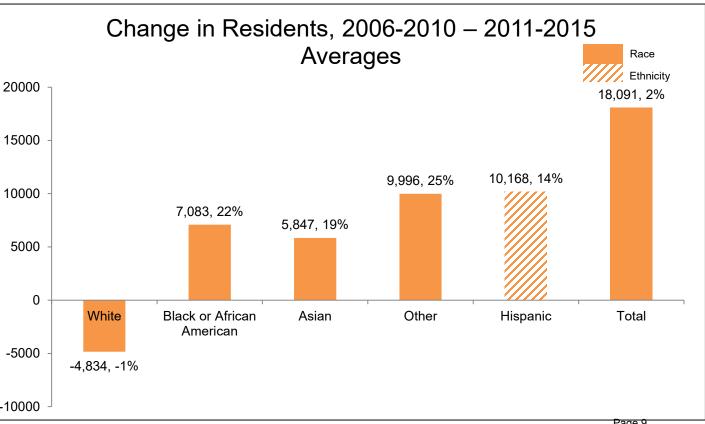
Regional Trends, Race/Ethnicity

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





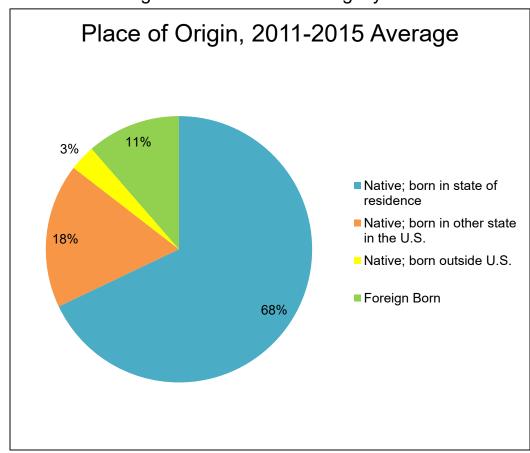
Total Population Estimate: 835,299 2011-2015 Average

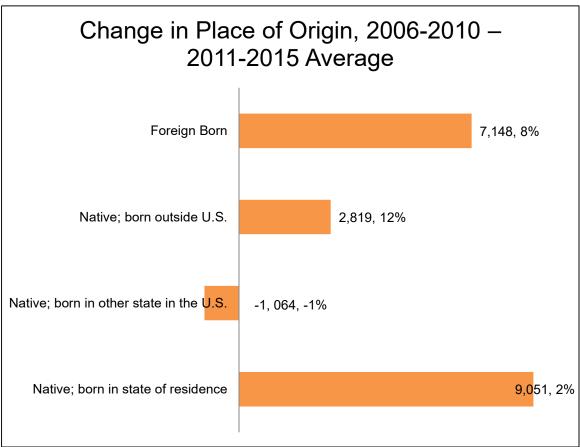


Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

Regional Trends, Place of Origin

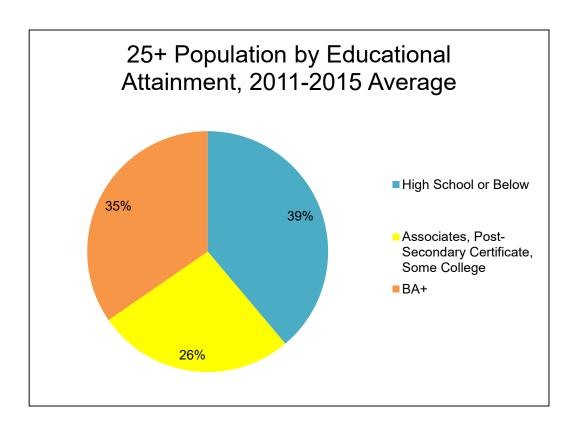
Just over 2/3 of Central Mass's population was born locally. The share of foreign-born residents has increased by 8%, while the number of out of state migrants has decreased slightly.

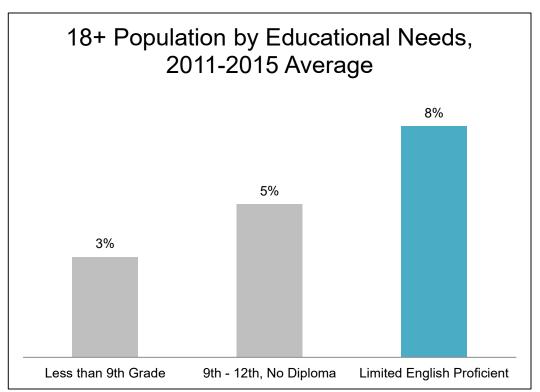




Regional Trends, Education

Although much of Central Mass's is highly educated, a significant portion of residents require language or basic skill remediation.





Total Population Estimate, 25+: 566,676

Total Population Estimate, 18+: 649,061

Regional Commuter Patterns

Central Mass employers face a net loss of approximately 70,000 employees who leave the region for work.

102,875 Employed in Region but Living Outside

201,039 Living and Employed in Central Mass

> 170,854 Living in Region but Employed Outside

Summary of Demographic Trends

- As our State's population ages, the share of working age and young people is declining.
- The total population in Central Mass has decreased slightly over the past ten years, but decline in the white population has been accompanied by growth in minority and foreign-born populations.
- The Central Mass 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

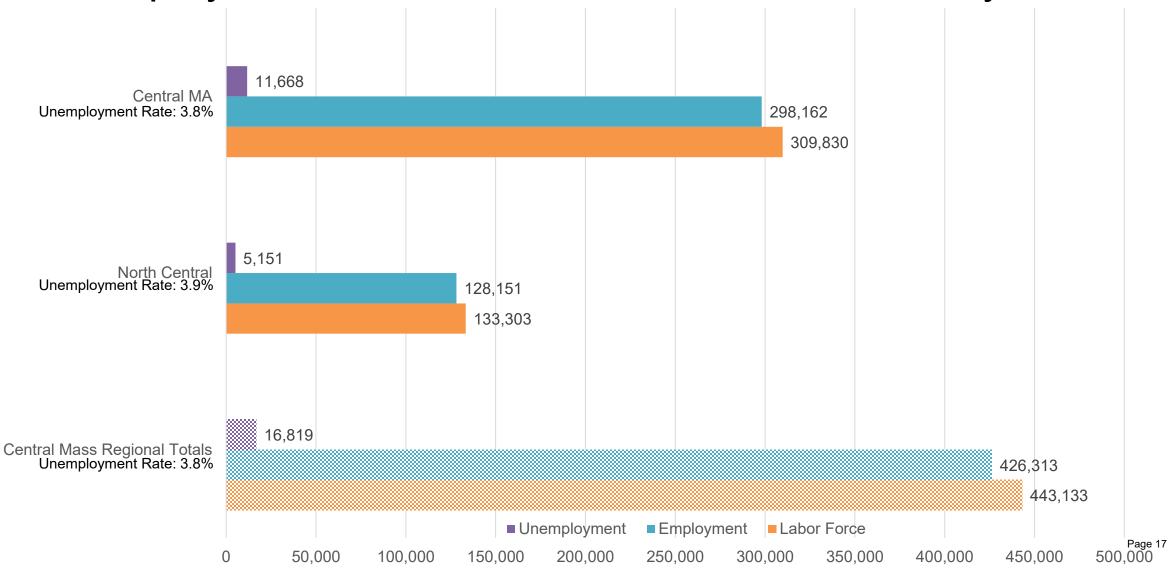
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.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

Central Mass unemployment rates tend to exceed those of the Commonwealth by .1 - .4%.

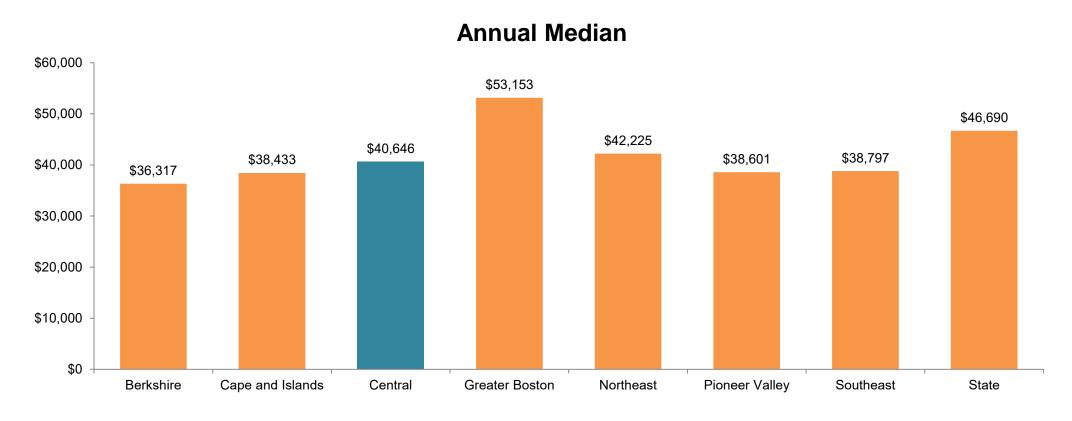


Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

Central Mass median wages are third to the Northeast and Greater Boston, and higher than its neighbor to the west (Pioneer Valley).



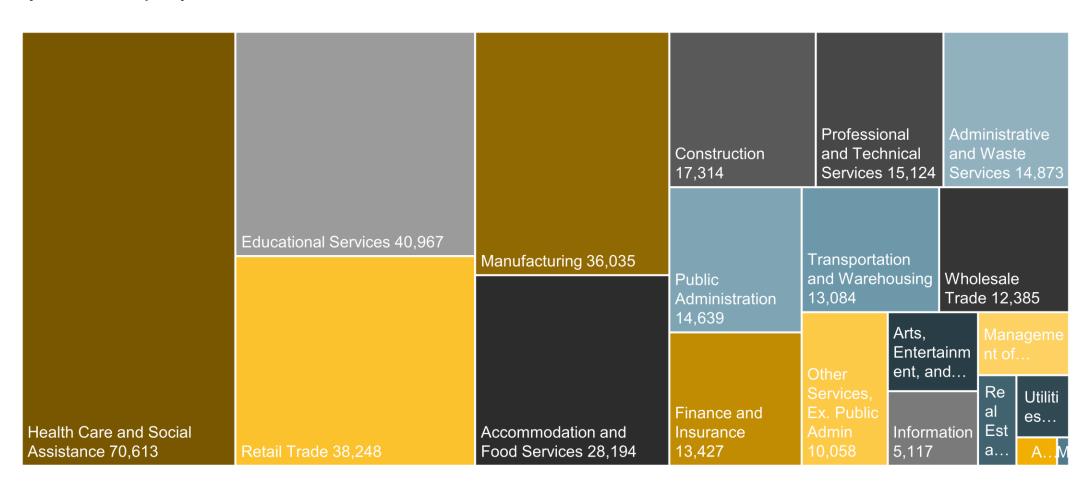
B. Industry Overview

Industry Terminology

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

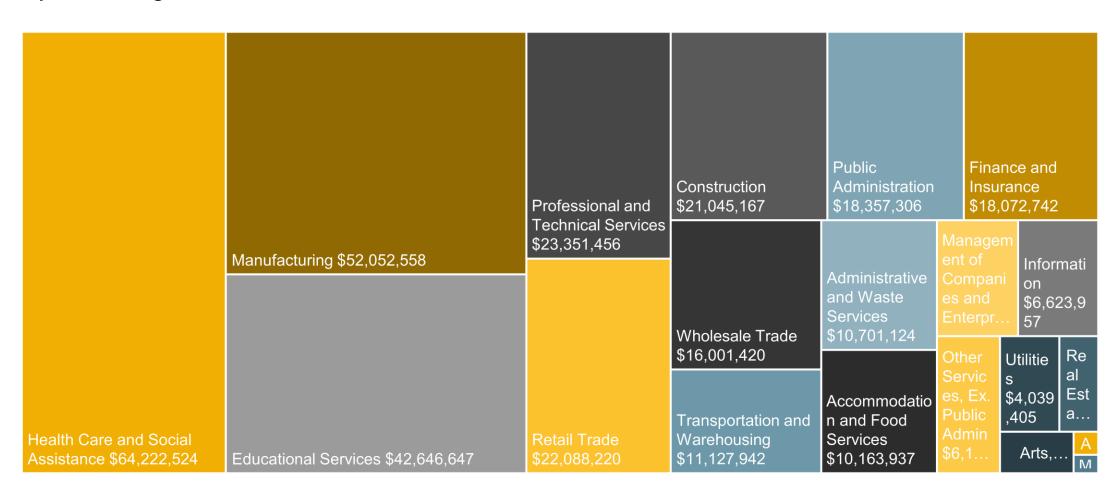
Central Region Sector Makeup

by total employment

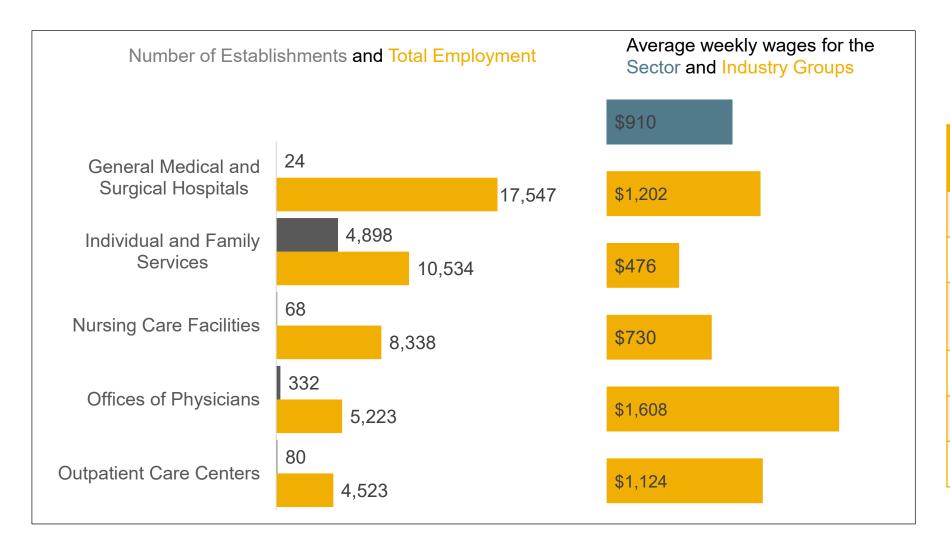


Central Region Sector Makeup

by total wages

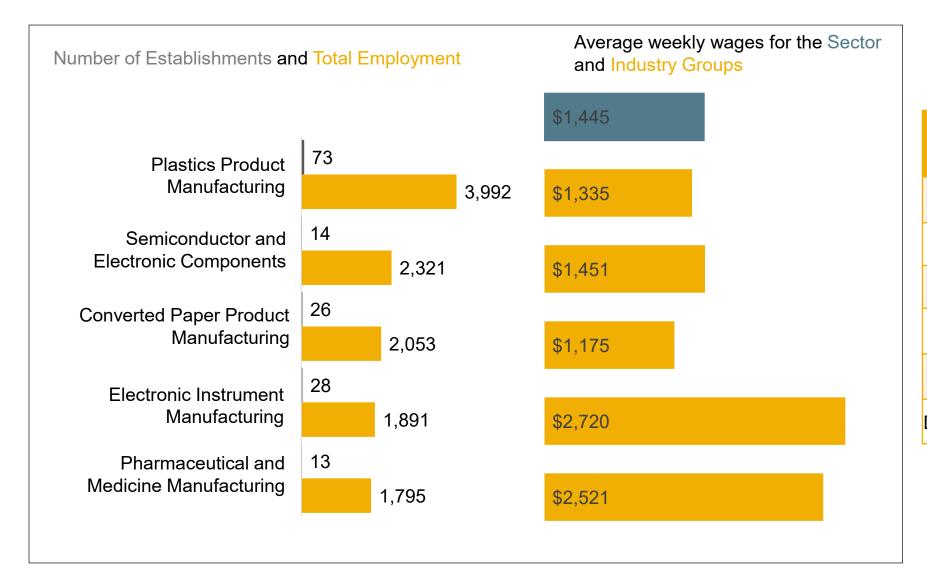


Healthcare Industry Groups



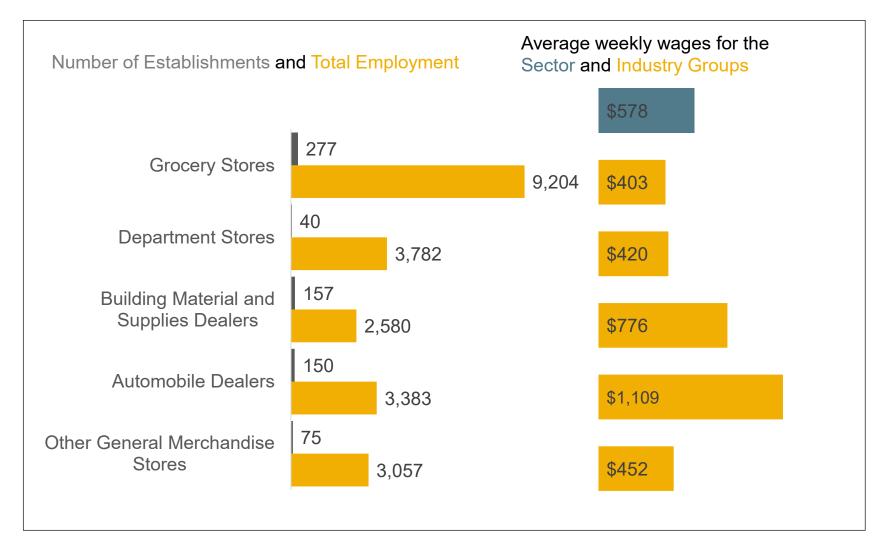
Largest Employe month Job Po	
Employer	Postings
University of Massachusetts	798
University of Massachusetts Boston	540
Milford Regional Medical Center	500
UMass Memorial Medical Center	349
Burncoat Family Center	231

Manufacturing Industry Groups



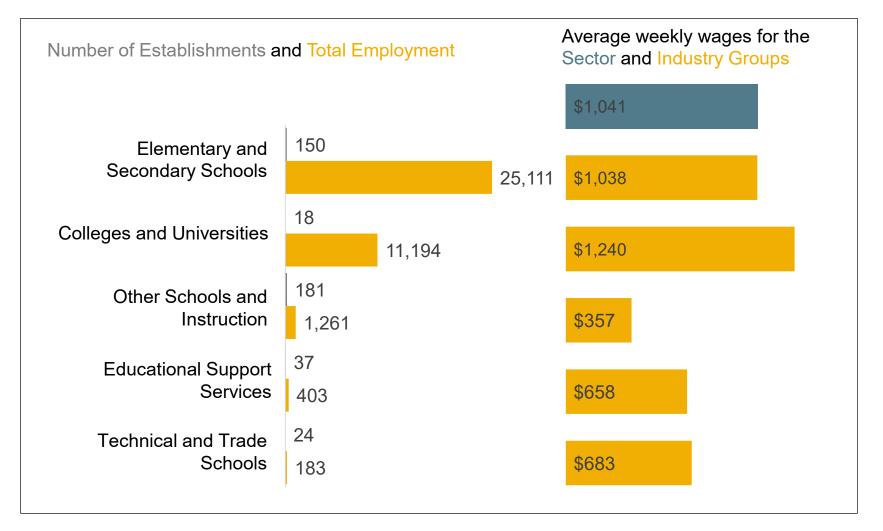
Largest Employers by 12- month Job Postings		
Employer	Postings	
AbbVie	203	
KARL STORZ	141	
Olympus Corporation	62	
Avecia Biologics Limited	55	
Deluxe Corporation	48	

Retail Trade Industry Groups



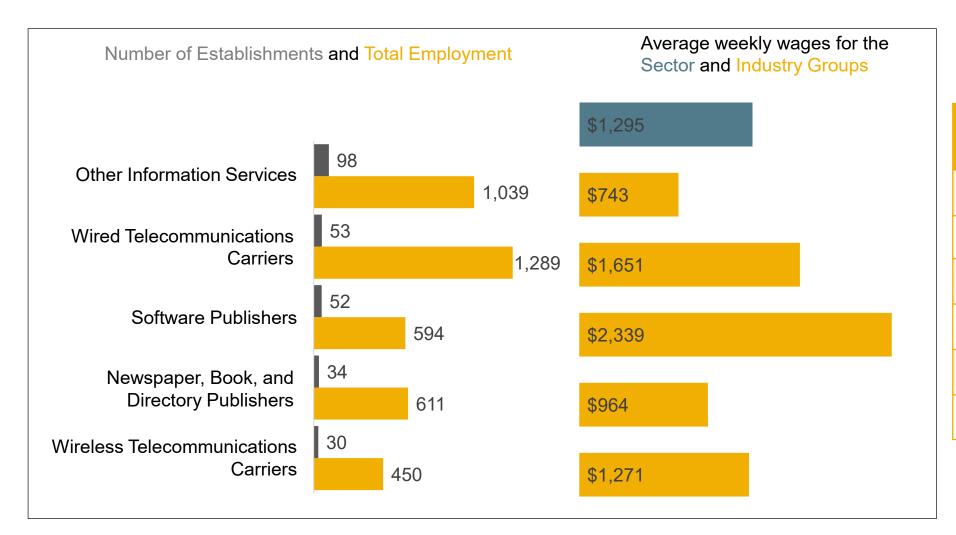
Largest Employers by 12- month Job Postings		
Employer	Postings	
Lowe's	512	
Target Corporation	406	
BJ's Wholesale Club, Inc	284	
Hannaford Brothers	189	
Kohl's Corporation	123	

Education Services Industry Groups



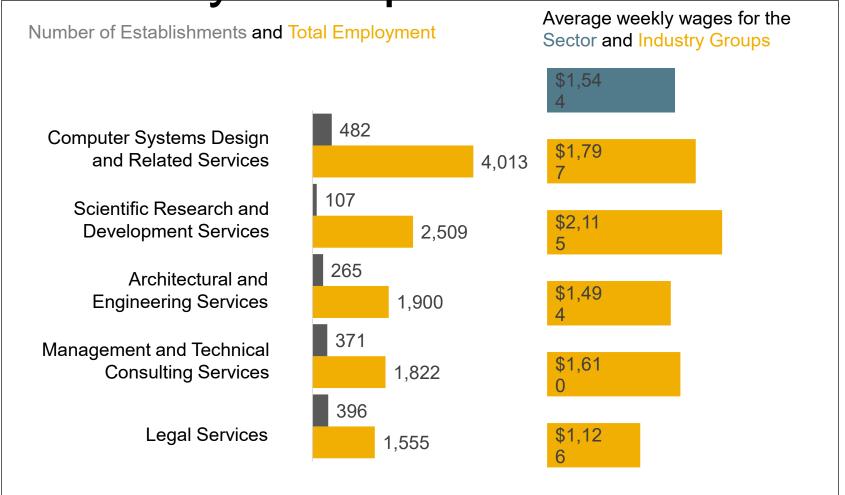
Largest Employe month Job Po	_
Employer	Postings
Seven Hills Foundation	171
Clarke University	167
EduCare	94
Quinsagamond Community College	82
Devereux	60

Information Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Verizon	43	
Charter Communications	36	
Telegram & Gazette	14	
Sprint Communications	14	
Gale Free Library	12	

Professional and Technical Services Industry Groups



Largest Employe month Job Pos	
Employer	Postings
Charles River Laboratories	193
Adcare	182
The Bank of New York Mellon Corporation	173
Carroll Enterprises, Inc.	91
Liberty Tax Service	71

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

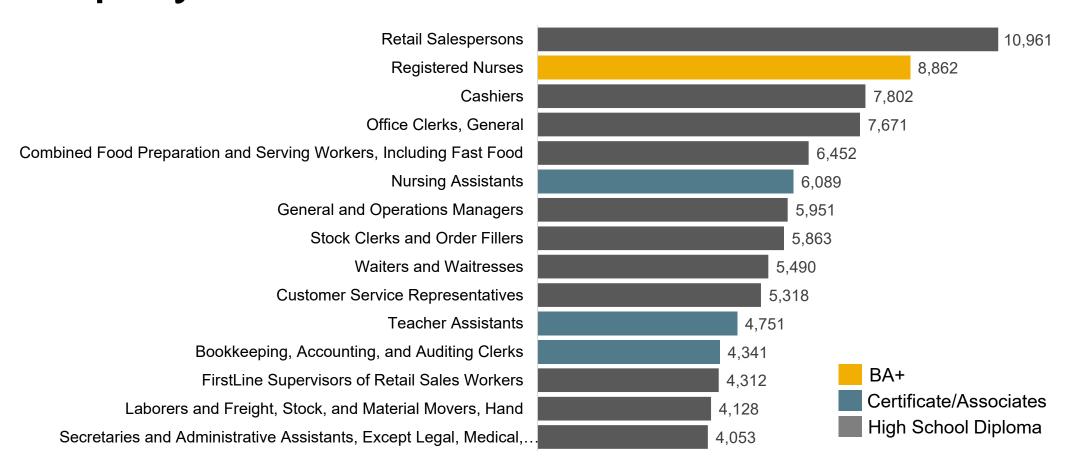
C3. Occupations Indexed by Demand Star Ranking

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

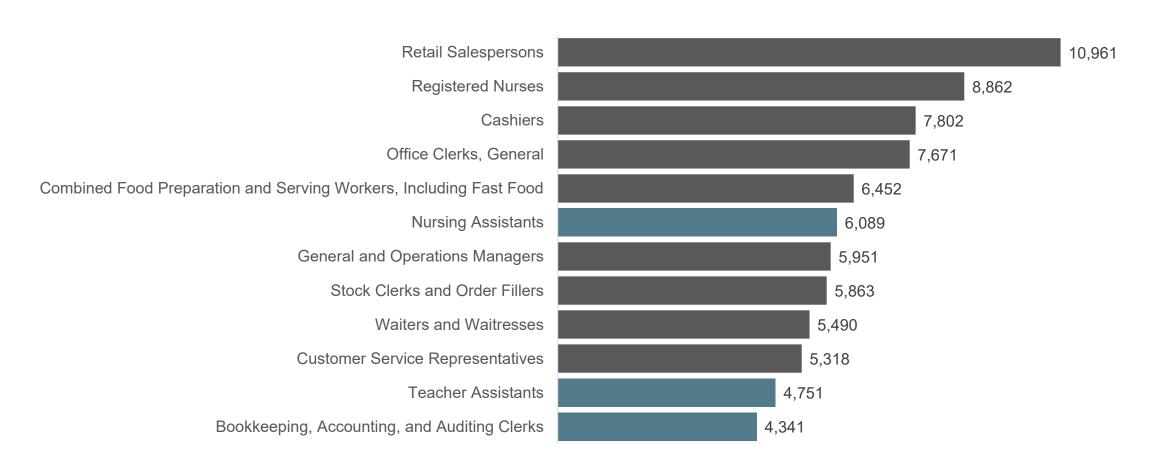
Occupation Terminology

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

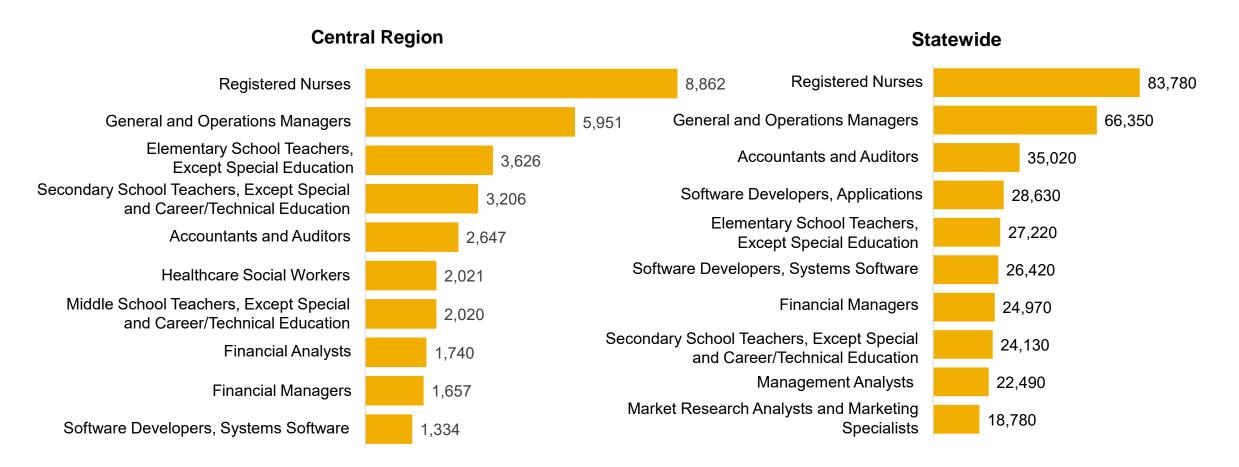
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



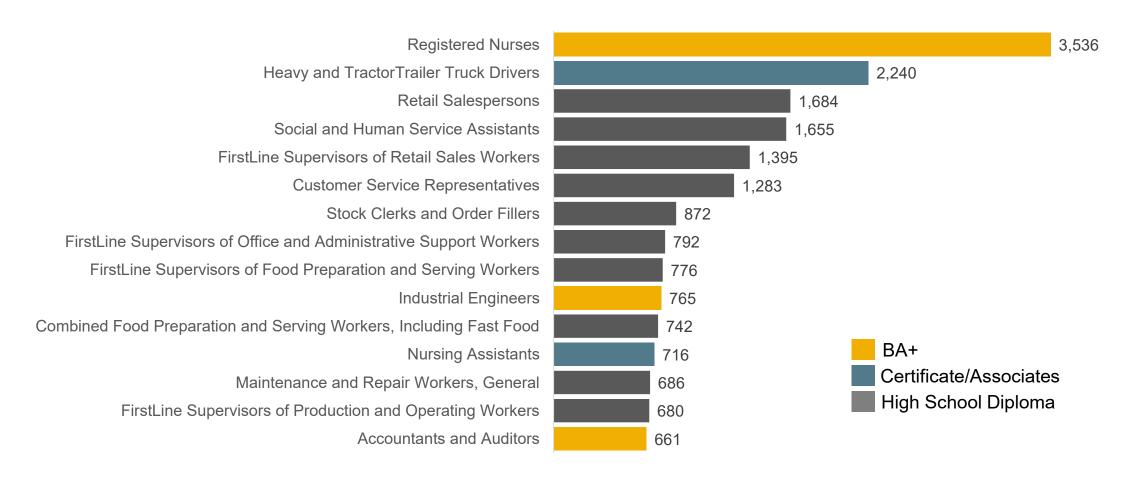
Top 10 Occupation by Employment Share, 2015, BA+



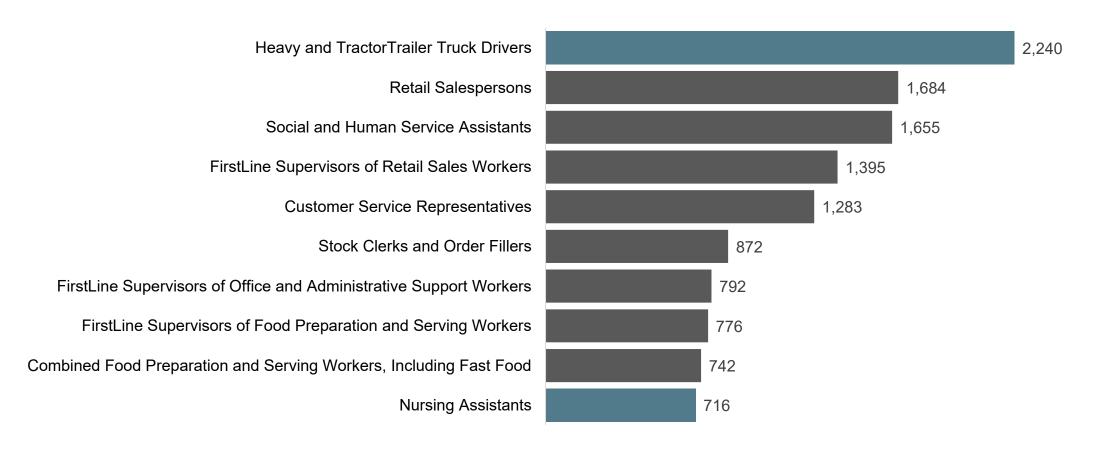
Employer Demand Terminology

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.

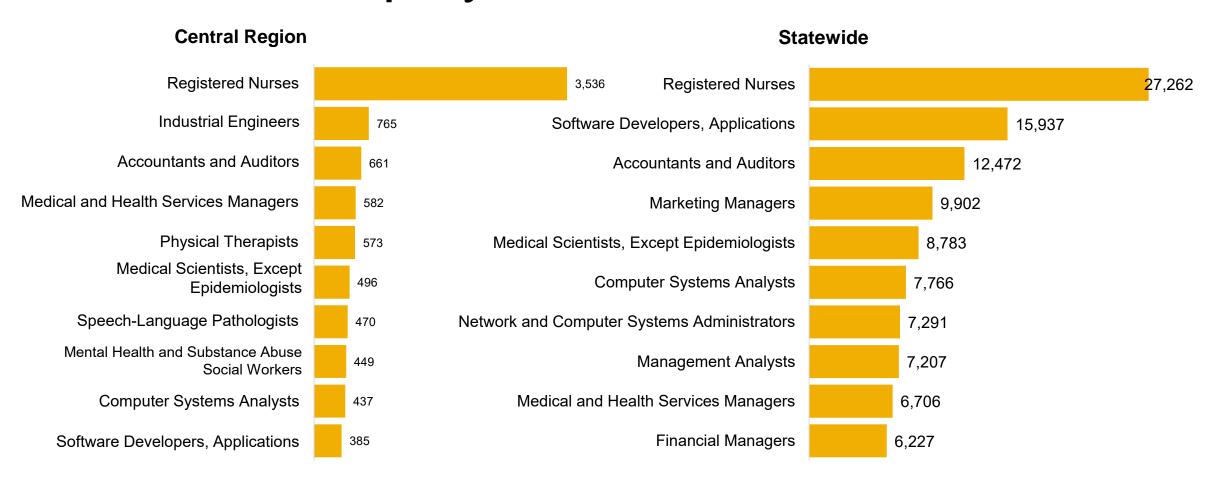
Top 15 Occupations by Indexed Employer Demand, All Education Levels



Top 15 Occupations by Indexed Employer Demand, Sub-BA



Top 15 Occupations Requiring a BA by Indexed Employer Demand



Terminology

Demand Star Ranking

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

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

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

Occupation	Associated Industry	Demand STARS	Median Wages
FirstLine Supervisors of Construction Trades and Extraction Workers	Construction	5	\$67,108
Brickmasons and Blockmasons	Construction	4	\$72,870
Carpenters	Construction	4	\$45,727
Construction Laborers	Construction	4	\$39,592
Operating Engineers and Other Construction Equipment Operators	Construction	4	\$55,347
Electricians	Construction	5	\$69,738
Plumbers, Pipefitters, and Steamfitters	Construction	4	\$52,372
FirstLine Supervisors of Mechanics, Installers, and Repairers	Administrative and Waste Services	5	\$69,814
Bus and Truck Mechanics and Diesel Engine Specialists	Transportation and Warehousing	4	\$53,205
Mobile Heavy Equipment Mechanics, Except Engines	Construction	4	\$57,063
Industrial Machinery Mechanics	Manufacturing	4	\$50,511
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	4	\$41,845

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

Occupation Title	Professional and Technical Services	Demand STAR	Wages Annual Median
Web Developers	Professional and Technical Services	4	\$59,990
Computer User Support Specialists	Professional and Technical Services	4	\$52,456
Paralegals and Legal Assistants	Professional and Technical Services	4	\$55,859
Respiratory Therapists	Health Care and Social Assistance	4	\$71,356
Dental Hygienists	Health Care and Social Assistance	4	\$84,545
Radiologic Technologists	Health Care and Social Assistance	4	\$77,109
Emergency Medical Technicians and Paramedics	Health Care and Social Assistance	4	\$37,690
Surgical Technologists	Health Care and Social Assistance	4	\$50,850
icensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	4	\$53,899
Physical Therapist Assistants	Health Care and Social Assistance	4	\$54,270
Medical Assistants Firefighters Automotive Service Technicians and Mechanics Heating, Air Conditioning, and Refrigeration Mechanics and	Health Care and Social Assistance Public Administration Construction Construction	4 4 4	\$35,952 \$51,477 \$40,880 \$55,557
nstallers Heavy and TractorTrailer Truck Drivers	Professional and Technical Services	4	\$46,015

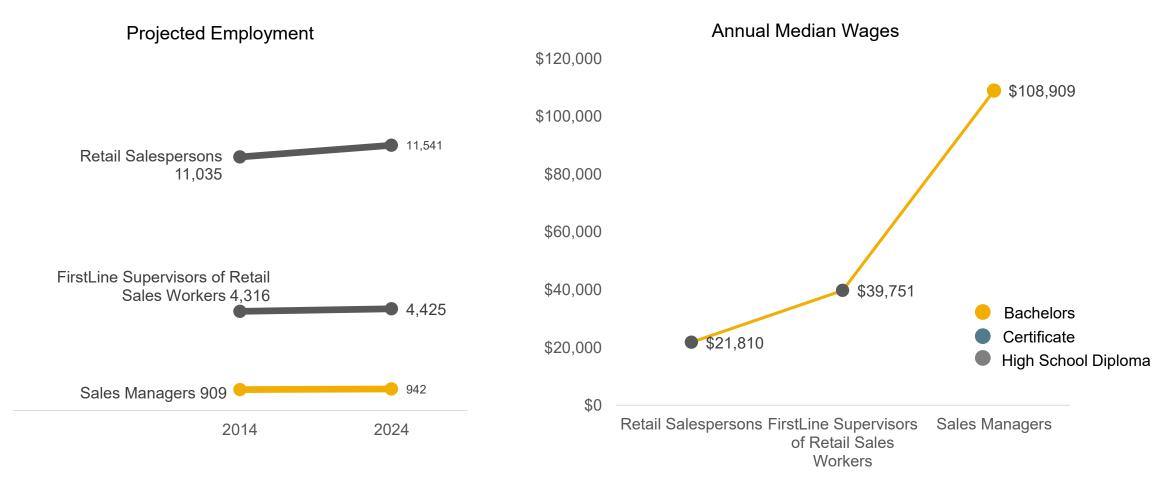
Selected 5-Star Occupations Requiring a BA+

Occupation	Associated Industry	Demand STAR	Median Wages
General and Operations Managers	Professional and Technical Services	5	\$97,586
Marketing Managers	Professional and Technical Services	5	\$112,799
Sales Managers	Retail Trade	5	\$108,909
Administrative Services Managers	Professional and Technical Services	5	\$85,891
Computer and Information Systems Managers	Professional and Technical Services	5	\$114,498
Financial Managers	Finance and Insurance	5	\$86,268
Human Resources Managers	Professional and Technical Services	5	\$92,479
Construction Managers	Construction	5	\$97,054
Education Administrators, Elementary and Secondary School	Health Care and Social Assistance	5	\$99,362
Medical and Health Services Managers	Health Care and Social Assistance	5	\$97,583
Claims Adjusters, Examiners, and Investigators	Finance and Insurance	5	\$63,710
Management Analysts	Professional and Technical Services	5	\$76,908

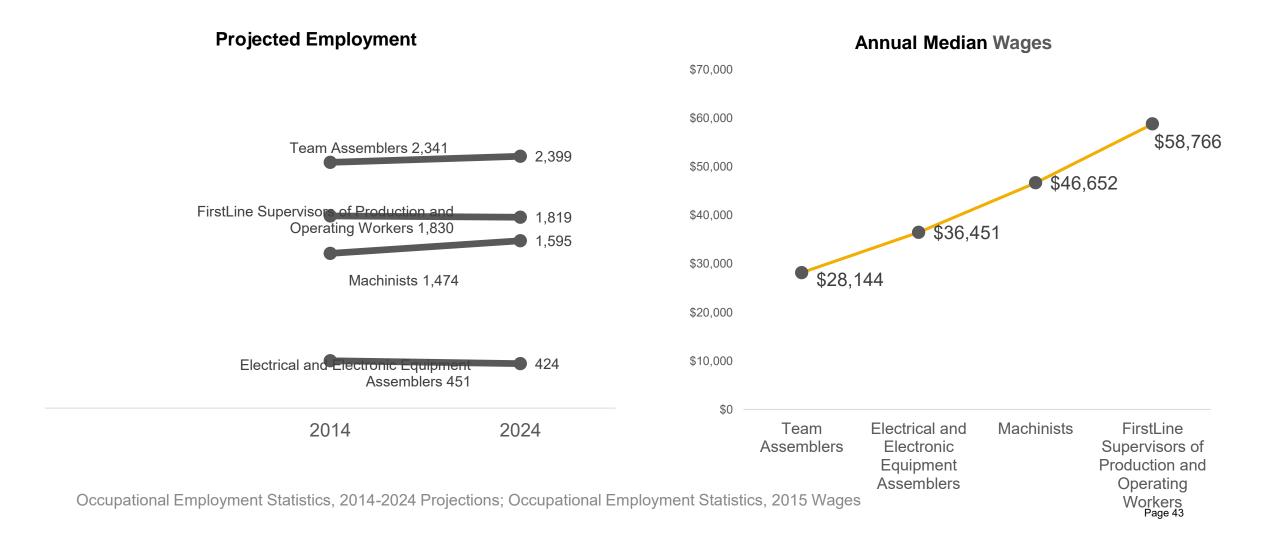
D. Career Pathways

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

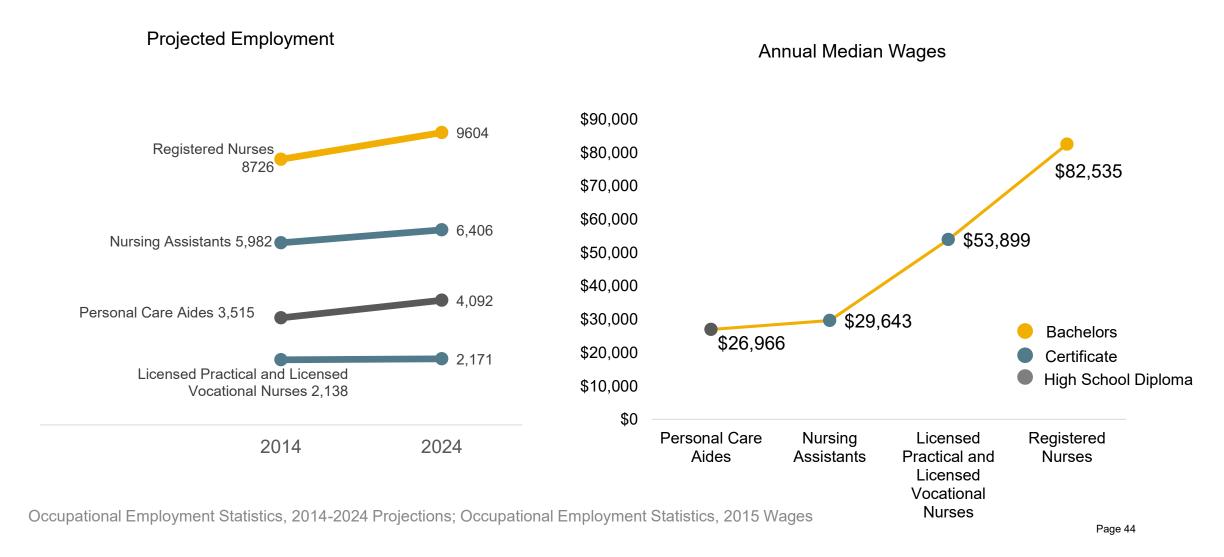
Retail Career Pathway



Manufacturing Career Pathway



Nursing Career Pathway



IV. Supply Gaps

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

Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

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

Calculating Labor Demand & Labor Supply

Demand

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

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

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

Supply

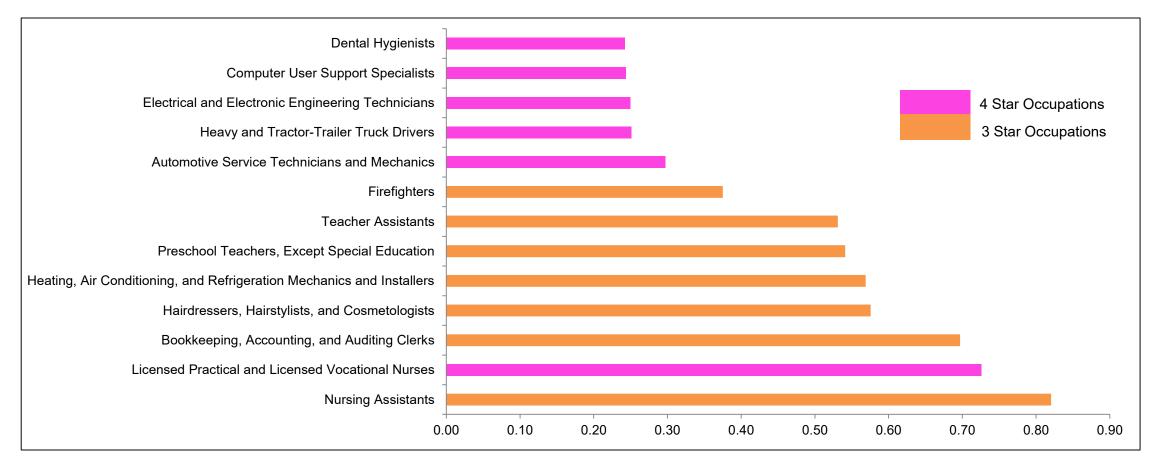
How many qualified individuals are potentially available to fill a relevant job opening?

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

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

More Openings than Qualified: Regional Sub-BA Occupations

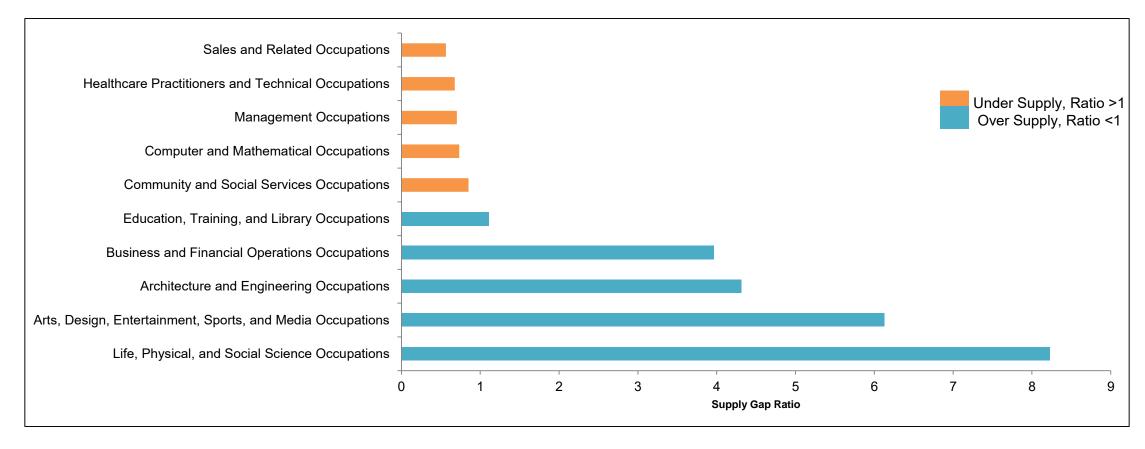
Among all occupations requiring an Associates or Certificate, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.



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

State Supply Gap Overview: BA Clusters

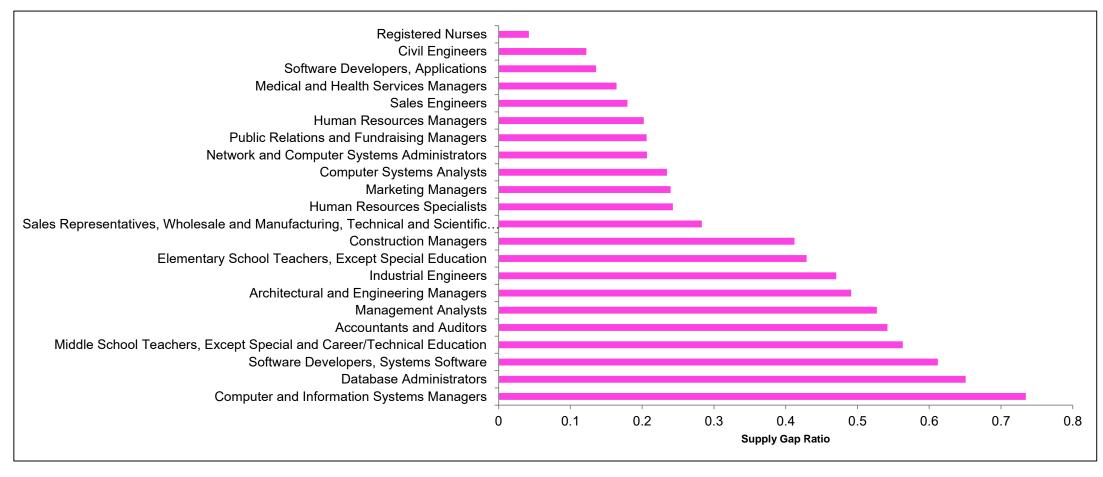
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

More Openings than Qualified: State BA Occupations

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



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

Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

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

Bachelor's Degree

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

Central Massachusetts Workforce Investment Board

Local Area Information Related to Adult Education and Literacy

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

The fastest growing jobs in the 21st century will require some level of postsecondary education. Consequently, moving more people through postsecondary programs aligned with the economic needs of our region is vital to our nation's future competitiveness, security, and stability.

It is our goal to build a framework of assisting ABE and ESOL students to successfully attain industry credentials and/or transition to postsecondary programs and begin careers in high-demand fields leading to a sustainable wage.

The CMIWB supports and encourages workforce development activities that provide integrated education and training (IET) that leads to meaningful employment and/or career pathway exploration (CPE) that leads to post-secondary education and/or advanced training with the final goal of either IET or CPE models leading toward a sustainable wage. Priority is placed on integrated education and training models.

The CMWIB strongly encourages collaborations with colleges and Chapter 74 Career/Vocational Technical Education and/or other programs to meet local employment demands in specific career pathways.

The CMWIB will encourage local program models that include provisions that meet High-Demand Sectors in Worcester County such as:

- Healthcare CNA, Phlebotomy, Pharmacy Technician
- Hospitality Customer Service, Sales/Management, Culinary
- Business and Information Technology Banking, Insurance, Cyber Security
- Manufacturing CNC Machinist, Production Technician, Assembly Technician

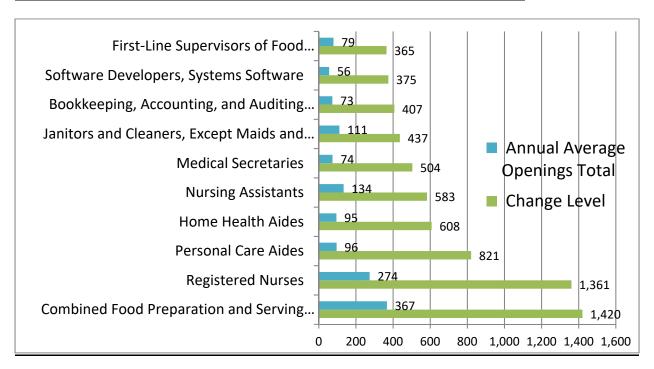
Central MA Projected Employment

Central MA 10Fastest Growing	Projectd Emplmt June 2016	Annual Growth Rate		Growth/ Rplcmnt Ratio^^	Demand Rank within WIA
Personal Care Aides	3,164	4.6%	153	8.6	2
Electricians	1,699	4.4%	98	2.5	13
Health SpecTchers, Pstsecond	685	3.9%	34	2.8	57
Plumbers, Pipefitters	692	3.8%	33	3.1	58
Heating, Air Cond, Ref Mech	673	3.8%	40	1.5	49
First-Line Sup of Constrn Trd	830	3.6%	37	3.1	53
Home Health Aides	1,743	3.5%	86	2.1	19
Carpenters	1,407	3.2%	60	2.8	30
Construction Laborers	1,775	3.2%	89	1.5	15
Child, Family, & Schl Soc Wrkrs	1,022	3.1%	50	1.5	40

Above chart is from the 2014 Massachusetts Labor Market and Economic Review

Anticipated labor demand through 2016 suggests greater job growth in occupations catering to the elderly, with the most growth in home health/personal care aides; and social and human services assistants; as well as Electricians. Registered Nurses; and elementary and preschool teachers are anticipated to both create new jobs and have high re- placement needs as current job holders retire and/or leave the fields.

Top 10 Fastest Growing Occupations in Central MA (2012 to 2022)



http://www.mass.gov/lwd/economic-data The Massachusetts Industry-Occupation Employment Matrix, 2012-2022

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

In order to eradicate the proportion of families headed by someone with less than a high school diploma below poverty level compared to someone who heads a household with a college degree, our focus will remain on populations with literacy levels at intermediate or advanced ABE or advanced ESOL.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

Significant considering 65% of all jobs in 2020 will require some level of postsecondary Education. A person with a high school diploma or equivalent earns an average of \$9,620 more per year than a non-graduate. Currently, low-skilled adults are:

2x more likely to be unemployed

3x as likely to be in poverty

4x as likely to be in poor health

8x as likely to be incarcerated

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

Assessment levels will determine appropriate training identified in question #1 for ABE or ESOL students.

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.

Central Massachusetts Workforce Investment Board Strategic Plan FY 2015-2017



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I. Introduction

This plan has been developed to help the Central MA Workforce Investment Board set strategic priorities and guide our efforts to strengthen the Central MA region's workforce.

This plan serves as a tool to help us in making decisions – it offers us a touchstone to refer to when deciding upon a course of action; it is our guide by which we set our course. It offers us full flexibility while pointing us in a determined direction. In this regard, the plan is meant to be a fluid and living document.

The plan has developed through an inclusive and collaborative process with feedback from our partners, informed by data and labor market information.

II. Who We Are

Mission Statement: The Central Massachusetts Workforce Investment Board (CMWIB) is a public/private partnership, serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.

The primary role of the CMWIB is to convene civic and business leadership, and utilize their insights to direct public funds aimed at building the skills of the workforce in our area. The CMWIB also oversees the region's three One Stop Career Centers (Workforce Central) located in Worcester, Milford, and Southbridge.



The CMWIB serves the following 38 cities and towns in Central Massachusetts.: Worcester, Auburn, Oxford, Webster, West Boylston, Boylston, Shrewsbury Grafton, Millbury, Sutton, Douglas, Uxbridge, Northbridge; Upton, Northborough, Westborough, Milford, Hopedale, Mendon, Millville, Blackstone, Southbridge, Charlton, Sturbridge, Leicester, Spencer, Paxton, Holden, Rutland, Dudley, Oakham, New Braintree, Hardwick, North Brookfield, East Brookfield, Brookfield, West Brookfield, and Warren.

III. How We Operate

To help visualize the Workforce Development System within which CMWIB operates, we have included the Central Massachusetts Workforce Development System Chart (below).

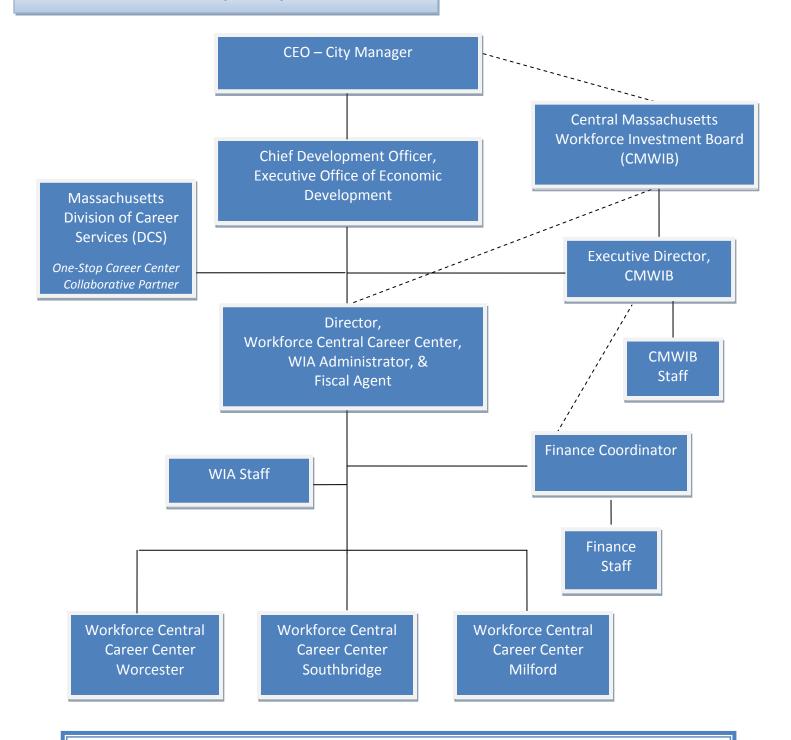
You will notice at the top of the chart that our system is led by a Chief Elected Official (CEO). In our region this position is held by the Worcester City Manager. The CEO holds primary fiduciary responsibility for the entire system and appoints members to the CMWIB.

The Central MA Workforce Investment Board and Workforce Central Career Center (WCCC) operate as separate divisions within the City of Worcester's Executive Office of Economic Development. Both the Career Center and the CMWIB receive administrative support from the Finance Coordinator and staff.

The CMWIB oversees the policies and performance of the three career centers, youth programs, and other initiatives. WCCC's Director manages the operations of the three career centers in Worcester, Milford, and Southbridge, overseeing the day-to-day efforts of City of Worcester and the State Division of Career Services staff.

Within the Workforce Development system, the CMWIB has been structured to have a full board which serves as the overarching and directing body, and sub-committees which focus on priority areas (please refer to the CMWIB Committee Structure Chart).

Central MA Workforce Development System Chart



- The solid line from the CEO, to the Chief Development Officer, to the Director of the Workforce Central CC, WIA Administrator & Fiscal Agent indicates direct authority and financial accountability. The CEO retains financial liability.
- The dashed line from the CEO to the CMWIB reflects the role the CEO has in appointing the Board.
- The dashed line from the CMWIB to the Finance Coordinator reflects the support role the Finance Coordinator plays to the
- The dashed line from CMWIB to the Workforce Central Career Center reflects the Board's policy making and oversight responsibility.

The CMWIB relies heavily on its sub-committees to assist in carrying out its mission. See below for a brief outline of each of the CMWIB's committees, their roles, and information about when they meet.



- The CMWIB Executive Committee is chaired by the CMWIB Chair person and is comprised of the three subcommittee chairs, the WIA Administrator, and four at-large members appointed by the CMWIBB Chair
- Ad-Hoc Committees/Workgroups are established by the Chair with approval from the board.

Executive Committee: The Executive Committee is comprised of the CMWIB Chairperson, all Chairs of the standing sub-committees, the Central Massachusetts Workforce Investment Area (WIA) Administrator, and at least four other appointed members. The Executive Committee has many of the same powers as the Board, with the exception of those not relegated to the Committee, based on the By-Laws. The Executive Committee meets monthly, except for months when the full Board meets (January, April, July, and October).

Youth Workforce Investment Council (YWIC): The YWIC is comprised of youth service providers, community based organizations, private sector businesses, and CMWIB members. The duties of the YWIC include developing the portions CMWIB's Strategic Plan relating to eligible youth. This includes recommending eligible providers of youth services to be awarded grants or contracts on a competitive basis by the CMWIB to carry out these services, conducting oversight of the CMWIB-funded youth service providers, and coordinating youth activities authorized under Section 129 of the Workforce Investment Act. Meetings are held bi-monthly.

Career Center/Adult Career Services Committee: The Career Center/Adult Career Services Committee is comprised of members from the CMWIB, private sector businesses, and community based organizations. This committee is responsible for making recommendations to the CMWIB with respect to the One-Stop Career Centers and other career services offered to adults within the Central Massachusetts Workforce Investment Area. Meetings are held bimonthly.

Cultural Competency Advisory Committee: The Cultural Competency Advisory Committee is comprised of CMWIB members, Workforce Central Career Center and CMWIB staff, and other interested community and business representatives. This committee helps to ensure that the programs and services offered through the CMWIB and Workforce Central Career Center effectively serve the broad range of populations within the Central Massachusetts Workforce Investment Area. Meetings are held on a monthly basis.

Operating Principles

The following operating principles have been established to help guide the manner in which CMWIB staff and members work toward the goals and activities identified in the strategic plan:

- Integrity: The CMWIB will follow all local, state, and federal rules and regulations and conduct our business with honesty and integrity.
- **Timeliness:** The CMWIB will respond to inquiries from partners and the public in a timely manner and will meet deadlines for reporting and programming.
- Transparency: The CMWIB will conduct its business and make decisions in a transparent manner and communicate these actions to members and the public to ensure that the CMWIB is viewed as an honest broker in the community.
- Inclusivity: The CMWIB will seek input from a representative sample of the communities we serve when making policy and funding decisions and will seek to convene and connect numerous stakeholders when addressing workforce development issues.
- **Impact:** The CMWIB will seek to utilize its limited resources in a way that maximizes the positive outcomes of our efforts. We will track and monitor our work to measure our impact.
- **Innovation:** The CMWIB will strive to seek new and creative approaches to meeting workforce development challenges and will aggressively work to gather the resources necessary to implement these new approaches.
- **Technologically Savvy:** The CMWIB will integrate the use of new technologies to improve its effectiveness and efficiency.
- **Relevant:** The CMWIB will publically address issues relating to workforce development and strive to be viewed as an authoritative voice in these matters by the community.

IV. Strategic Planning Process

This plan builds upon CMWIB's past work and accomplishments to set a future course for successful workforce development in our region, designed to ensure that the area's workforce is ready to meet the needs of our employers.

Starting in October 2012, Board members and staff from both the Central MA and North Central MA regions came together for a Labor Market Information Summit, sponsored by the Commonwealth Corporation and the Boston Federal Reserve. The summit provided members with current labor market trends and data concerning the economic state of the two regions. Attendees representing a wide variety of stakeholders from Central MA, including employers, K-12, higher education, labor, One-Stop Career Center staff and partners, and community based organizations offered feedback related to the data presented. The Summit helped to ensure that our Board leadership was equipped with the most relevant and current information and analysis for the Central MA region to begin the strategic planning process.



Figure 1: The CMWIB Strategic Planning Process involved a collaboration of Board Members, Key Stakeholders, and Career Center/CMWIB Staff

The regional economic information from the Summit was then used to guide the Board's discussion regarding priorities and goal development at the CMWIB's Leadership Retreat later that year. At the full day retreat, staff met with the Board's leadership team which included the Chairs of all of the CMWIB Committees and developed 'overarching goals' to align with the work of the CMWIB's Committees.

Armed with these overarching goals, the Committee Chairs worked within their Committees with support from the CMWIB staff to define data-driven activities for each goal.

In addition to these efforts, the CMWIB took additional steps in 2014 to refine its strategic goals. The CMWIB Executive

Director met with key community stakeholders including the leadership at the Greater Worcester Chamber of Commerce, Quinsigamond Community College, Worcester Public Schools, Worcester Community Action Council, Local Labor Officials, etc. to gain insight and feedback on regional issues and priorities. Additionally, all CMWIB and Committee members were asked to complete an online survey to identify and clarify regional needs and priorities.

The capstone for this process was the CMWIB Spring Board meeting where a representative from the Greater Worcester Chamber of Commerce presented its 'Worcester Regional Economic Competitiveness Outlook' to the Board and a consultant from Strategy Matters guided a strategic planning discussion and assisted the group in refining its locally identified goals, activities, and benchmarks.

IV-A. Central MA Regional Demographic Data

As noted in the previous section, the CMWIB staff and members reviewed a number of labor market sources and data points to inform its strategic planning process. This section contains a compilation of some of this information and provides a snapshot and context for the planning process in terms of our regional economy and workforce.

Charts 1A through 1E below provides an overview of the population in the whole of Worcester County, giving context to the demographics of our local economy and the changes which have implications for our workforce development efforts.

Worcester County Population Profile

Worcester County Households				
HOUSEHOLDS				
Total households	303,080			
HOUSEHOLD TYPE				
In married-couple family	61.5%			
In other households	35.1%			
HOUSEHOLD SIZE				
Total households	303,080			
Average household size 2.55				
Average family size	3.09			

Worcester County Population				
TOTAL POPULATION	798,552			
MEDIAN AGE (years)	39.2			
RACE				
White	683,361			
Black or African American	33,314			
American Indian and Alaska Native	1,976			
Asian	31,815			
Hispanic or Latino (of any race)	75,422			
Native Hawaiian and Other Pacific	246			
Islander				
Other	29,078			

Worcester County Household Income				
Total	299,350			
Less than \$10,000	5.5%			
\$10,000 to \$14,999	5.0%			
\$15,000 to \$24,999	8.9%			
\$25,000 to \$34,999	8.0%			
\$35,000 to \$49,999	11.5%			
\$50,000 to \$74,999	17.1%			
\$75,000 to \$99,999	13.9%			
\$100,000 to \$149,999	17.1%			
\$150,000 to \$199,999	7.4%			
\$200,000 or more	5.6%			
Median income (dollars)	65,968			

Charts 1A, 1B, 1C: Worcester County Demographic Profile (Source: US Census Bureau, American Community Survey, 2012)

The Worcester County Demographic Profile (Charts 1A, 1B, and 1C above) identifies the total population for Worcester County as 798,552 with an average age of 39.2 years. As this data indicates, Central MA has a large population of "working-class" households; nearly 20% of the County's households have an income under \$25,000 per year; 38.4% have an income less than \$50,000 annually, and more than half earn less than \$75,000 per year. On the other hand, more than 30% of households make more than \$100,000 annually (with more than 13% making more than \$150,000 per year). This highlights the dichotomy and income inequality of our region's economy between high earners and their middle-wage (and below) counterparts. This wide income spread also exists within our career center customer base and has implications for the services we provide to both job seekers and employer hiring demand.

Chart 1D below profiles the county's population as a whole and the changes between the year 2000 and the economic downturn of 2008-2010. As indicated in the 2012 joint Commonwealth Corporation and Boston Federal Reserve Regional research report, *Labor Market Trends in the Central Mass Region*, the number of people living in Central MA increased at an annual rate of 0.7 percent. This increase was largely fueled by growth in the region's immigrant population and accompanied by slight growth in the native-born population, which declined in most other regions of the state. Central MA also became more diverse over the past decade, with strong growth among Black, Asian, and Hispanic populations. The region's population also became considerably older as baby boomers (born between 1946 and 1964) neared retirement age.

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Resident Population	628,644	667,115	38,471	0.7
Gender				
Male	304,428	325,996	21,568	0.8
Female	324,216	341,119	16,903	0.6
Nativity				
Native Born	557,843	568,814	10,971	0.2
Immigrant	70,801	98,301	27,500	3.7
Race/Ethnicity				
White, non-Hispanic	538,545	534,042	-4,503	-0.1
Black, non-Hispanic	15,628	26,035	10,407	5.8
Asian, non-Hispanic	15,701	28,658	12,957	6.9
Hispanic	46,575	65,550	18,975	3.9
Other race, non-Hispanic	12,195	12,830	635	0.6
Age				
Less than age 16	148,132	142,791	-5,341	-0.4
Age 16-24	62,184	73,151	10,967	1.8
Age 25-34	89,305	80,580	-8,725	-1.1
Age 35-44	110,086	99,029	-11,057	-1.2
Age 45-54	88,698	108,934	20,236	2.3
Age 55-64	50,966	78,624	27,658	4.9
Age 65+	79,273	84,006	4,733	0.6

Chart 1D: Worcester County's Population Demographic Changes (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2000 Decennial Census PUMS data files and 2008-2010 American Community Survey PUMS data files)

Chart 1E reinforces the importance of the fact that immigrants are driving the growth of the civilian labor force in our region. Between 2000 and 2005-2007, and 2005-2007 to 2008-2010, the number of immigrants in the civilian labor force (those people who live in the region and are either working or unemployed but actively looking for work) increased at a much higher rate than the rates in Massachusetts and the United States. This propelled the total civilian

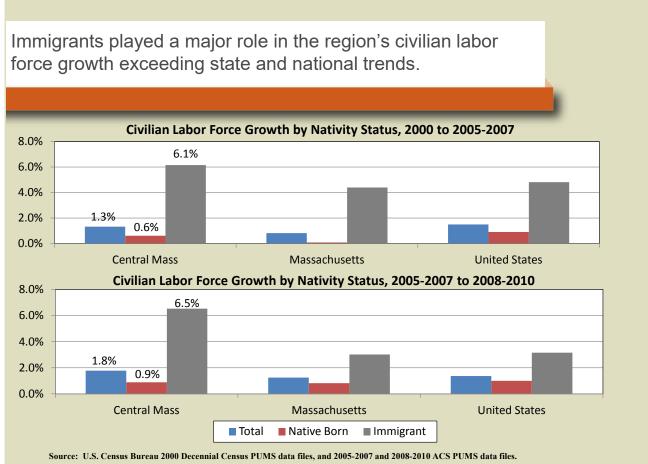


Chart 1E: Worcester County's Civilian Labor Force Growth by Nativity Status (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2000 Decennial Census PUMS data files, 2005-2007 and 2008-2010 American Community Survey PUMS data files)

Chart 1F below outlines regional demographic data from a different perspective which allows for a comparison of the populations with the job seekers served by the region's three career centers. This chart indicates the demographic breakdown of the working age population in the City of Worcester and Worcester County, as well as the Unemployment Insurance (UI) Claimants in the Central MA Workforce Investment Area, and compares them with the career centers' job seeker customer demographic profile.

Demographic Data for Select Local Populations

Demographics of Select Local Populations						
	City of Worcester Working Age Population	Worcester County Working Age Population	Central MA UI Claimants	Cent Q3 Yea	erved-Workforce ral Career Center FY14 ar-to-Date (July 1, - March 31, 2014)	
Total Served	83,197	396,075	7,101	13,813	100.0%	
Female	50%	49%	44%	6259	45.3%	
Male	50%	51%	56%	7551	54.7%	
Afr. American or Black	11%	3.6%	7.0%	1102	8.0%	
Amer. Ind. or Alaskan	0.2%	0.2%	0.2%	100	0.7%	
Asian	5.3%	3.9%	1.8%	418	3.0%	
Hawaiian, Pac Islander	0.0%	0.0%	0.1%	27	0.2%	
Hispanic or Latino	15%	6.9%	11.9%	1535	11.1%	
White	77%	88.5%	81.6%	10326	74.8%	
Other Race	2.7%	2.1%		265	1.9%	

Chart 1F: Selected Local Population Chart (Source: US Census - 2012 American Community Survey and UI Claimant Data from the Massachusetts Executive Office of Labor and Workforce Development Department of Unemployment Assistance Profile of Massachusetts Unemployment Insurance Claimants, June 2013).

This data shows the demographic split in our region between the urban core (the City of Worcester), and its suburban and rural surroundings. It should be noted that large numbers of people of color live in Central MA outside of Worcester, including significant communities of color in specific towns and areas, such as a large Hispanic population in Southbridge, MA. A review of this data also suggests that the career centers have served people of color in proportion to their representation in the unemployed population. However, there is still room for improvement in serving those populations, especially in Worcester, who are not attached to the labor market or currently collecting unemployment insurance. Programmatically, this translates into continued need for culturally appropriate services and training for these vulnerable populations in our region.

IV-B. Youth Education and Employment

The CMWIB is committed to collaboration with the numerous school districts within the Central Massachusetts region, recognizing a vibrant economy is closely linked to educational success. Much like other investment areas, Central MA recognizes the challenge of securing employment for young adults. The Worcester Public Schools is the largest district in Central Massachusetts, an area that also includes the school districts of Milford, North Brookfield, Southbridge, Webster, Southern Worcester County Regional Vocational Technical, Wachusett, Oxford, Blackstone, and Leicester, among others.

Charts two and three provide an overview of the public school system enrollment by race, gender, and key indicators for three school districts that represent the geographical diversity of the Central Massachusetts Workforce area (Worcester, Milford, Southbridge). Chart four offers an analysis table that provides a snapshot of district and school achievement and tracks selected data for a period of 1 year.

Public School Enrollment Demographics

Public Schools Enrollment					
	Worcester	Milford	Southbridge		
Race	% of District	% of District	% of District		
African American	14.5 %	2.7 %	1 %		
Asian	7.7 %	2.8 %	0.8 %		
Hispanic	38 %	19.8 %	37.9 %		
White	35.8 %	70.2 %	59.8 %		
Other	3.8 %	2.7 %	0.3 %		
Gender					
Male	12,735 (51.8%)	2,158 (51.6%)	1,156 (51.6%)		
Female	11,827 (48.2%)	2,024 (48.4%)	1,083 (48.4%)		
Total	24,562	4,182	2,239		

Chart 2: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

Key Indicators by District

Key Indicators by District					
	Worcester	Milford	Southbridge		
	# or % of District	# or % of District	# or % of District		
Grade 9-12 Dropout	3.4 %	3 %	3.7 %		
Rate					
Attendance Rate	95.1 %	95.5 %	92.5 %		
Average # of days absent	8.3	7.7	12.3		
Unexcused absences >9	29.8 %	15.4 %	32.9 %		
Four-Year Graduation Rate	73.4 %	86.5 %	70.6 %		
Low Income	70.6%	71.4%	72.9%		
Afr. American/Black	76.9%	(sample size too small)	(sample size too small)		
Asian	85.6%	88.3%	(sample size too small)		
Hisp./Latino	63.1%	62.1%	68.7%		
Amer. Ind. Or Alaskan	42.9%	(sample size too small)	(sample size too small)		
White	79.9%	90.0%	70.2%		
Total # of High School	1,402	249	96		
Graduates					
% Still in school	11.3 %	5 %	4.2 %		
% Non-grad completers	1.3 %	0.4 %	1.7 %		

Chart 3: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

A review of this data shows that while schools in our region are doing fairly well with student retention, there is still a need for support, especially in the Southbridge area, which lags behind the other districts in key areas, including attendance rate, retention rate, and graduation rate. Additionally, the education gap, as evidenced by the four-year graduation rate, continues to exist in our region and is most pronounced for Hispanic/Latino students which lag behind their white classmates by 16 percentage points in Worcester and more than 27 percentage points in Milford. Southbridge, while having a lower graduation rate gap among white and Hispanic students, has a lower rate overall.

Chart four below indicates Massachusetts Comprehensive Assessment System (MCAS) test proficiency rates for these same three districts and indicates that while Milford shows strong results, Worcester and Southbridge lag, especially Southbridge.

MCAS Outcomes by District

	2013-14 October Enrollment				2013 MCAS % Proficient of Higher			2013 MCAS Growth Median SGP	
District Name	Total Enrollment #	Low Income	SWD %	ELL %	ELA %	Math %	Science %	ELA %	Math %
Worcester	24,562	73	20	31.7	51	42	31	51	49
Milford	4,182	31.9	16.4	8.8	72	62	64	55	52
Southbridge	2, 239	76.3	18.9	12.7	38	32	22	34	32

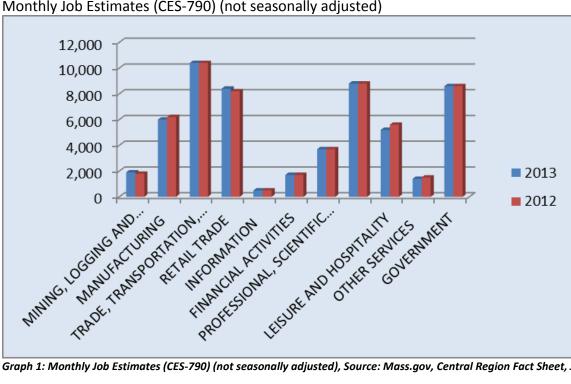
Chart 4: District Analysis Review (DART) (Source: Massachusetts Department of Elementary and Secondary Education [DESE])

According to information from the Bureau of Labor Statistics, the unemployment rate for youth 16-19 is 14.9%. This is more than double the unemployment rate for adults 25 and older (6%), and youth of color fare far worse than their white counterparts when it comes to unemployment. These numbers indicate the challenges involved in developing young adult work readiness skills and the continued need for finding suitable employment for this undeserved population.

Overall, when looking at youth education and employment data, it is imperative that the CMWIB continue to support student success and the development of pathways to career readiness and success for both in-school and out-of-school youth throughout our region, with special attention paid to vulnerable youth, including youth in both the urban core and beyond.

IV-C. About the Region's Current Employment and Industries

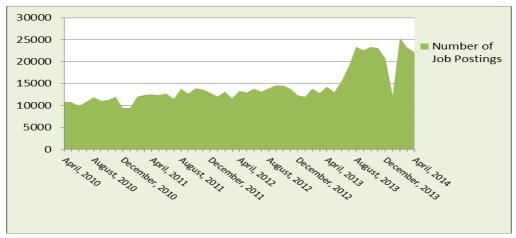
As part of our review of labor market information, we have compiled a variety of data points concerning our region's employment and job vacancies. The graphs below outline this data to help provide further context to the goals and activities stakeholders have identified for our focus areas. Graph One indicates the total non-farm job estimates by industry cluster for the Worcester MA-CT Metropolitan NECTA (New England City and Town Areas). We see that trade/transportation, professional, scientific, retail, and government are keys sectors, with manufacturing and leisure/hospitality also sharing a significant percentage of the total.



Monthly Job Estimates (CES-790) (not seasonally adjusted)

Graph 1: Monthly Job Estimates (CES-790) (not seasonally adjusted), Source: Mass.gov, Central Region Fact Sheet, June 2013

According to data from the Help Wanted Online data series (Graph 2), the Central MA economy has experienced a sharp increase in online job postings since the months of December 2013 to present.



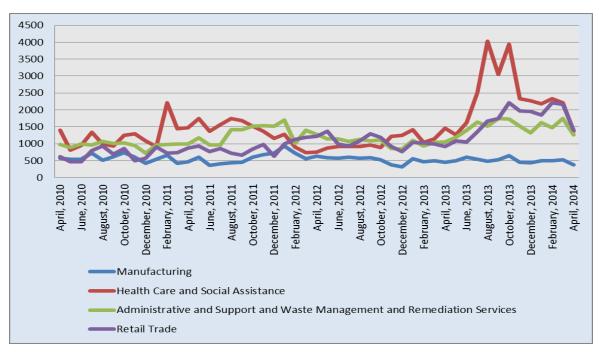
Graph 2: Total Number of Job Postings in Central MA (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Our region's top three industry sectors, Health Care and Social Assistance; Administrative Support, Waste Management and Remediation Services; and Retail Trade have all experienced growth in online job postings during December, 2013 (Graph 3, below) especially Health Care and Social Assistance which went from roughly 3,000 online job postings to nearly 4,000 from October-December of 2013.

All three of these top industries have begun a decline in online job postings however, beginning in February of 2014 to present, with Retail Trade having the largest decline from close to 2,200 jobs to just about 1,800.

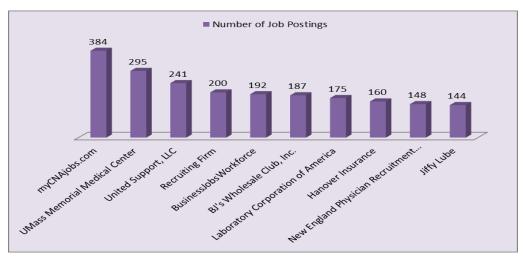
Manufacturing job postings have also trended downward from a high of 800 in January of 2012 to its current level of 480.

Given the recent downward shift in all four industry clusters, hiring demand has seemingly returned to their pre-surge levels and current swings appear to represent more seasonal shifts as opposed to larger structural trends.



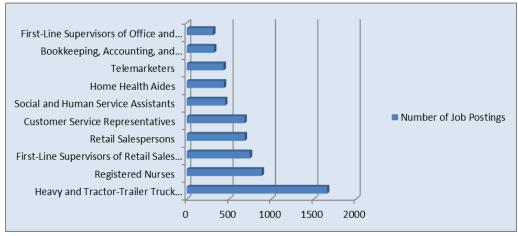
Graph 3: Online Job Postings in Central MA by Select Industries (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Graph four outlines that between April-May, 2014, Central MA's top employers included myCNAjobs.com, UMass Memorial, United Support, LLC Recruiting Firm, BusinessJobsWorkforce, BJ's Wholesale Club, Laboratory Corporation of America, Hanover Insurance, New England Physician Recruitment, and Jiffy Lube. It is incumbent upon the CMWIB and the region's career centers to engage these employers to connect them with the employment services they need to grow, including assistance with employee recruitment.



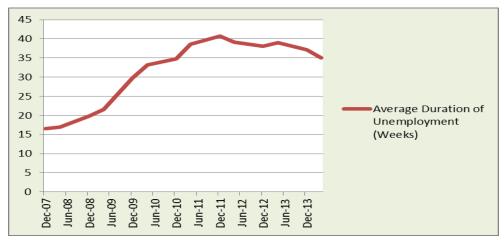
Graph 4: Job Postings in Central MA by Top Employers (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

Also according to the Help Wanted Online data series in Graph five, the top occupations in Central MA by number of online postings have been Heavy and Tractor-Trailer Truck Drivers (1,658), Registered Nurses (885), First-Line Supervisors of Retail Sales Workers (746), Retail Salespersons (685), Customer Services Representatives (683), Social and Human Service Assistants (453), Home Health Aides (440), Telemarketers (436), Bookkeeping, Accounting, and Auditing Clerks (323), and First-Line Supervisors of Office and Administrative Support Workers (313).



Graph 5: Job Postings in Central MA by Top Occupations (Source: WANTED Analytics: data provider for The Conference Board's Help-Wanted Online Data Series)

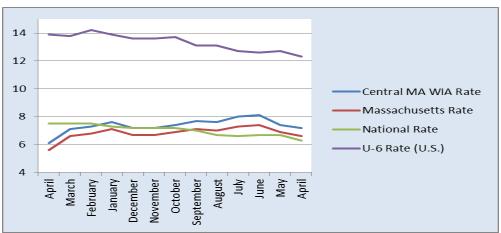
The duration of unemployment tracked by the US Bureau of Labor Statistics in Graph six has increased dramatically from an average of 16.1 weeks in December, 2007 to 35.1 weeks in December, 2013. The average peaked at 40 weeks in December, 2011 and began a gradual decline, but remains well above historical averages. As the long-term unemployed face additional barriers to re-employment, including the perceived (real or imagined) erosion of skills, and the personal/emotional trauma associated with lack of steady employment, the CMWIB must continue to provide additional services and programming for this customer population.



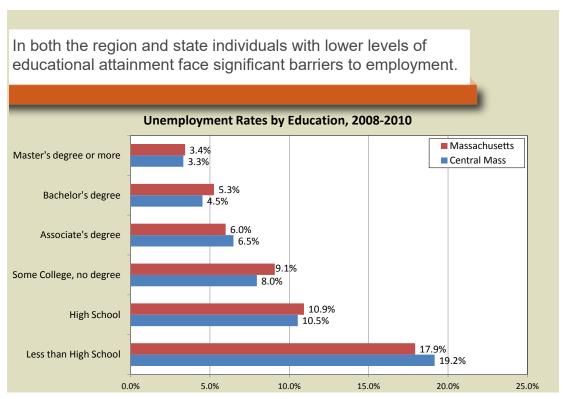
Graph 6: Average Duration of Unemployment in Weeks (Source: US Bureau of Labor Statistics)

In addition, although higher than the state and national average, Central MA has seen a gradual decline the in the unemployment rate. Most currently, in April, 2014, the Central MA WIA unemployment rate came in at 7.2% compared to the lower Massachusetts State rate of 6.6% and the National rate of 6.3%. However, these figures do not capture the number of unemployed that have dropped out of the labor pool.

The expanded unemployment rate (U-6) measure includes the total unemployed population, plus all marginally attached workers, plus all persons employed part-time for economic reasons. The National U-6 rate has been gradually declining but still remains high at 12.3% in April, 2014 (see Graph 7).



Graph 7: Unemployment Rates for Central MA, Massachusetts, and U.S. (Source: Mass.gov, Federal Reserve Economic Data (FRED), and the US Bureau of Labor Statistics



Graph 8: Unemployment Rates by Education, 2008-2010 (From: Labor Market Trends in the Central Mass Region; A joint project of the Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston, October 2012; Source: US Census Bureau 2008-2010 ACS PUMS data files)

These employment and vacancy data points, taken together, identify some key challenges the region is experiencing in workforce development:

- Increasing income inequality in the region
- A declining but still high regional employment rate
- An increase in the duration of unemployment
- An increase in the number of unemployed low-income residents of color, especially immigrants
- A high unemployment rate for youth
- Changing employment trends, in terms of in-demand industries and top employers

CMWIB's leadership took these challenges into consideration in creating this strategic plan, and in outlining its seven key goals, listed below. It recognizes the need to continue its approach of connecting job seekers with employment in our region's top industries and in serving our top employers more directly. It also recognizes the need to serve those struggling the hardest to maintain connection to employment: the long-term unemployed as well as those with the most limited educational levels and the least amount of access to services and resources

V. CMWIB Strategic Goals

After its robust strategic planning process outlined above, CMWIB has arrived at seven major goals:

- 1. CMWIB will be viewed as the region's workforce development authority
- 2. CMWIB will increase the resources available for workforce development in the region
- 3. The CMWIB will increase its organizational effectiveness and capacity
- 4. Central MA employers will have access to the support they need from the public workforce system to foster growth
- 5. All job seekers in Central MA will have access to the information and services needed to support quality reemployment
- 6. All Central MA youth will be prepared for career success by age 21
- 7. All CMWIB programs and services will be conducted with cultural competence so that all customers, both internal and external, feel welcomed and valued

The following chart outlines each goal, related activities, and how CMWIB will measure success.

Goal	Activities	Benchmark for Success	
The CMWIB will be viewed as the region's workforce development authority	Develop CMWIB and Workforce Central social media platforms	CMWIB Linked-In, Twitter and YouTube sites are launched by summer 2015; WCCC Facebook, Twitter, and YouTube pages launched by summer 2015 and a minimum of 1,000 views are achieved across these platforms annually.	
	Create and distribute monthly CMWIB & Workforce Central "Central Connection" newsletter	12 monthly Central Connection newsletters are created and distributed	
	Produce, air, and upload monthly CMWIB radio/TV show, <i>The Working Lunch</i>	12 monthly episodes are produced, broadcast and uploaded to CMWIB YouTube site	
	Produce and distribute	Four regional economic	

	quarterly regional economic snapshot report and CMWIB regional impact reports	snapshot reports and regional impact reports are created and posted on the CMWIB website by August 1, 2014
The CMWIB will increase the resources available for workforce development in the region	CMWIB will seek out and apply for additional grants and funding for new and existing programming, either as the lead entity or as a supporting partner	CMWIB will apply (or support) a minimum of six grant funded projects separate from formula-funded allocations annually
	Work with City of Worcester officials to research a method to establish 501c3 support foundation	Determination regarding the appropriate method for applying for 501c3 status is made in FY 15 (with follow up as appropriate)
The CMWIB will increase its organizational effectiveness and capacity	The CMWIB will create an annual revenue plan outlining fundraising goals	Revenue plan is created and updated annually
	All CMWIB sub-committees will develop annual work plans and incorporate member involvement in implementation where possible	Subcommittee work plans are completed and updated annually
	Develop resource development, nominating, marketing, and public affairs work groups to determine annual priorities for these respective areas	Ad-hoc work groups are established and meet as necessary to advise staff regarding resource development (revenue plan), membership recruitment (nominations), marketing, and public affairs.
	Conduct staff listening sessions with members individually to understand their priorities and ways to better engage them and their support	Member listening sessions conducted annually
	Provide an annual half-day member "retreat" to explore an issue(s) in greater depth	Half-day retreat conducted annually
	Develop a WIA Scorecard to measure program	Scorecard produced and utilized by the CMWIB and

	offoctiveness using qualitative	subsammittags by Cantambar
	effectiveness using qualitative	subcommittees by September, 2014
Control NAA coorder consuit	and quantitative metrics	
Central MA employers will have access to the support they need from the public workforce system to foster growth	Conduct quarterly integrated business services meetings with regional economic development and industry groups and workforce system representatives to align and coordinate activities, resources, and best practices CMWIB and Workforce Central staff will utilize the state MA	Four business services meetings are conducted annually CMWIB and WCCC staff will have access to and be trained
	Bizworks resources guide (and include local addendum as appropriate) to support business growth	on the use of the MA Bizworks guide and supporting online information resources by the end of FY 15
	Support incumbent worker training for regional employers in high-demand fields, including STEM and healthcare industries	The CMWIB will promote and support incumbent worker training to STEM and healthcare employers, including the state Workforce Training Fund Program, and will develop at least one consortium training project in these areas annually
All job seekers in Central MA will have access to the information and services needed to support quality reemployment	Expand the post-high school career technical education/training that is offered in the region aligned with in-demand jobs	Additional post high school CTE training/education programs/slot capacity is developed and offered for manufacturing and other high- demand fields from FY 14 baseline level each year
	Enhance and align basic skills training offered in the region, including access to work-readiness, English as a Second Language, and Adult Basic Education training	WCCC basic skills programming is increased and coordinated; a regional ABE and ESL program provider group is established in FY 15
	Develop additional holistic programming for the long-term unemployed and other population groups facing barriers to employment	Bounce Training program is developed and offered to WCCC customers starting in FY 15

	(Bounce Training)	
	(bounce training)	
	Continuation of industry	WCCC i-Team services are
	sector-based services at	established; CMWIB members
	Workforce Central (i-Team) supported through connection	engaged in i-Team
	to CMWIB members and	programming starting in FY 15
	partners	
	Expand digital services to job	Online peer groups, training,
	seekers at Workforce Central,	and placement assistance
	including online peer groups,	services established by the end
	training, and placement	of FY 15
	Increase the number of	The number of companies in
	apprenticeship opportunities	The number of companies in the region offering
	in Central MA and pre-	apprenticeship is expanded,
	apprentice training	the number of apprentices in
		the region are also increased
		annually
All Central MA youth will be	Increase and align career	The number of youth
prepared for career success	readiness and work-based	participating n YouthWorks is
by age 21	learning opportunities for youth, including the number of	increased by 5% from FY 14 baseline; the number of
	youth participating in	schools affiliated with the
	YouthWorks, Connecting	Connecting Activities program
	Activities, and Job1 partner	increases by a minimum of
	programs,	two from FY 14
	Develop a standardized work	A work-readiness credential is
	readiness credential for use in	established and promoted
	CMWIB and Job1 partner	among the regions' youth programs & to a minimum of
	programs and promoted to area employers	50 businesses annually
	Establish work-readiness	A youth work-readiness
	training and retention support	training program and
	strategies at Workforce	retention support services are
	Central for youth in the region	developed and delivered by
	TI 0. 0. 0. 0.	the end of FY 15
	The CMWIB will promote	A minimum of two
	professional development for staff working with youth	professional development training opportunities will be
	workforce training/career	offered to regional youth staff
	workforce training/career	offered to regional youth stall

	development in our region	each year.
All CMWIB programs and	Ensure the CMWIB and its	CMWIB and committees are
services will be conducted	subcommittees align with	reflective of the region's
with cultural competence so	regional diversity	population; nominations
that all customers, both	,	sought from diverse sources
internal and external, feel	Ensure the programs and	CMWIB reviews cultural
welcomed and valued	services offered through	competence when making-
	CMWIB-funded entities are	funding decisions for
	offered in a culturally	programming and service
	competent manner	delivery beginning July, 2014
	Increase data tracking capacity	Data collection process and
	for CMWIB and Workforce	tools developed and utilized
	Central programming such as	by staff and committees by
	Connecting Activities, WCCC	January, 2016
	recruitment efforts (outreach),	
	service utilization, and	
	training referrals	
	Create a matrix report	The demographic matrix
	comparing CMWIB and	report is completed and
	Workforce Central program	utilized by the Cultural
	participation with regional	Competence Committee to
	demographics	review service delivery
		performance beginning July,
		2014
	Increase community	Workforce Central access
	connection to CMWIB and	points are established at a
	Workforce Central	minimum of three new partner
	programming through	locations with staff at each
	revitalization of the Access	location trained to deliver
	Point Initiative and through	basic information and services
	utilization of a community	to clients by the end of FY 15
	partner staff "train the	
	trainer" model	

VI. Performance Oversight

In order to ensure the above goals and activities are met, each will be assigned to the appropriate CMWIB sub-committee which will then be responsible for developing the specific implementation strategies necessary to meet the goals/activities and will track performance using the tracking matrixes below.

	Executive Committee				
Goal	Activities	Benchmark for Success	Strategies	Status Update	
The CMWIB will be viewed as the region's workforce development authority	Develop CMWIB and Workforce Central social media platforms	CMWIB Linked-In, Twitter and YouTube sites are launched by summer 2015; WCCC Facebook, Twitter, and YouTube pages launched by summer 2015 and a minimum of 1,000 views are achieved across these platforms annually.			
	Create and distribute monthly CMWIB & Workforce Central "Central Connection" newsletter	12 monthly Central Connection newsletters are created and distributed			
	Produce, air, and upload monthly CMWIB radio/TV show, The Working Lunch	12 monthly episodes are produced, broadcast and uploaded to CMWIB YouTube site			
	Produce and distribute quarterly regional economic snapshot report and CMWIB regional impact reports	Four regional economic snapshot reports and regional impact reports are created and posted on the CMWIB			

		website by August 1,	
		2014	
The CMWIB will increase the resources available for workforce development in the region	CMWIB will seek out and apply for additional grants and funding for new and existing programming, either as the lead entity or as a supporting partner	CMWIB will apply (or support) a minimum of six grant funded projects separate from formula-funded allocations annually	
	Work with City of Worcester officials to research a method to establish 501c3 support foundation	Determination regarding the appropriate method for applying for 501c3 status is made in FY 15 (with follow up as appropriate)	
The CMWIB will increase its organizational effectiveness and capacity	The CMWIB will create an annual revenue plan outlining fundraising goals	Revenue plan is created and updated annually	
	All CMWIB sub- committees will develop annual work plans and incorporate member involvement in implementation where possible	Subcommittee work plans are completed and updated annually	
	Develop resource development, nominating, marketing, and public affairs work groups to determine annual priorities for these respective areas	Ad-hoc work groups are established and meet as necessary to advise staff regarding resource development (revenue plan), membership recruitment (nominations), marketing, and public affairs.	

	0 1		
	Conduct staff	Member listening	
	listening sessions	sessions conducted	
	with members	annually	
	individually to		
	understand their		
	priorities and ways to		
	better engage them		
	and their support		
	Provide an annual	Half-day retreat	
	half-day member	conducted annually	
	"retreat" to explore	conducted annually	
	•		
	an issue(s) in greater		
	depth		
	Develop a WIA	Scorecard produced	
	Scorecard to	and utilized by the	
	measure program	CMWIB and	
	effectiveness using	subcommittees by	
	qualitative and	September, 2014	
	quantitative metrics		
Central MA	Support incumbent	The CMWIB will	
Employers will have	worker training for	promote and	
access to the	regional employers in	support incumbent	
support they need	high-demand fields,	worker training to	
from the public	including STEM and	STEM and healthcare	
workforce system	healthcare industries	employers, including	
to foster growth	Ticultificate industries	the state Workforce	
to loster growth			
		Training Fund	
		Program, and will	
		develop at least one	
		consortium training	
		project in these	
		areas annually	

Career Center/Adult Services Committee				
Goal	Activities	Benchmark for Success	Strategies	Status Update
Central MA employers will have access to the support they need from the public workforce system to foster growth	Conduct quarterly integrated business services meetings with regional economic development and industry groups and workforce system representatives to align and coordinate activities, resources, and best practices	Four business services meetings are conducted annually		
	CMWIB and Workforce Central staff will utilize the state MA Bizworks resources guide (and include local addendum as appropriate) to support business growth	CMWIB and WCCC staff will have access to and be trained on the use of the MA Bizworks guide and supporting online information resources by the end of FY 15		
All job seekers in Central MA will have access to the information and services needed to support quality reemployment	Expand the post-high school career technical education/training that is offered in the region aligned with indemand jobs	Additional post high school CTE training/education programs/slot capacity is developed and offered for manufacturing and other high-demand fields from FY 14 baseline level each year		
	Enhance and align basic skills training	WCCC basic skills programming is		

in w Er La Ba tr	ffered in the region, acluding access to vork-readiness, anglish as a Second anguage, and Adult asic Education	increased and coordinated; a regional ABE and ESL program provider group is established in FY 15	
ho fo ur ot gr to	evelop additional olistic programming or the long-term nemployed and ther population roups facing barriers o employment Bounce Training)	Bounce Training program is developed and offered to WCCC customers starting in FY 15	
in se Ce su cc m	ontinuation of adustry sector-based ervices at Workforce entral (i-Team) upported through onnection to CMWIB nembers and artners	WCCC i-Team services are established; CMWIB members engaged in i-Team programming starting in FY 15	
Ex to W in gr pl	xpand digital services be job seekers at Vorkforce Central, acluding online peer roups, training, and lacement strategies	Online peer groups, training, and placement assistance services established by the end of FY 15 The number of	
Op Ce	f apprenticeship pportunities in entral MA and pre- pprentice training	companies in the region offering apprenticeship is expanded, the number of apprentices in the region are also increased annually	

Youth Workforce Investment Council (YWIC)				
Goal	Activities	Benchmark for Success	Strategies	Status Update
All Central MA youth will be prepared for career success by age 21	Increase and align career readiness and work-based learning opportunities for youth, including the number of youth participating in YouthWorks, Connecting Activities, and Job1 partner programs,	The number of youth participating n YouthWorks is increased by 5% from FY 14 baseline; the number of schools affiliated with the Connecting Activities program increases by a minimum of two from FY 14		
	Develop a standardized work readiness credential for use in CMWIB and Job1 partner programs and promoted to area employers Establish work- readiness training and retention support strategies at	A work-readiness credential is established and promoted among the regions' youth programs & a minimum of 50 businesses annually A youth work-readiness training program and retention support		
	Workforce Central for youth in the region	services are developed and delivered by the end of FY 15		
	The CMWIB will promote professional development for staff working with youth workforce training/career development in our region	A minimum of two professional development training opportunities will be offered to regional youth staff each year.		

	Cultural Competency Advisory Committee				
Goal	Activities	Benchmark for Success	Strategies	Status Update	
All CMWIB programs and services will be conducted with cultural competence so that all customers, both internal and external, feel welcomed and valued	Ensure the CMWIB and its subcommittees align with regional diversity Ensure the programs and services offered through CMWIB-funded entities are offered in a culturally competent manner Increase data tracking capacity for CMWIB and Workforce Central	CMWIB and committees are reflective of the region's population; nominations sought from diverse sources CMWIB reviews cultural competence when making-funding decisions for programming and service delivery beginning July, 2014 Data collection process and tools developed and utilized by staff and committees by			
	programming such as Connecting Activities, WCCC recruitment efforts (outreach), service utilization, and training referrals Create a matrix report comparing CMWIB and Workforce Central program participation with regional demographics	The demographic matrix report is completed and utilized by the Cultural Competence Committee to review service delivery			
		performance beginning July, 2014			

Increase community connection to CMWIB and Workforce Central programming through revitalization of the Access Point Initiative and through utilization of a community partner staff "train the trainer" model	at each location	
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Additionally, each committee will utilize the recently developed CMWIB Scorecard, Regional Services Demographic Matrix, Career Center Survey results, as well as other state and local tools and reports.

VII. Contact Information

For information regarding this plan, please contact:

Jeffrey T. Turgeon Executive Director Central MA Workforce Investment Board 44 Front Street, Suite 300 Worcester, MA 01608

Email: turgeonj@worcesterma.gov

Phone: 508.799-1509

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.

MEMORANDUM OF UNDERSTANDING

FOR THE

CENTRAL MA WORKFORCE DEVELOPMENT AREA

BETWEEN THE

CENTRAL MA WORKFORCE INVESTMENT BOARD AND ITS WORKFORCE INNOVATION AND OPPORTUNITY ACT PARTNERS

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Central MA Workforce Investment Board (CMWIB), with agreement of the City Manager, City of Worcester, serving as the region's Chief Elected Official (CEO), the One-Stop Career Center (OSCC) operator, the Workforce Central Career Centers (WCCC), and Workforce Innovation and Opportunity Act (WIOA) Partners (herein referred to as "Partners"), relating to the operation of the OSCC delivery of service in the Central MA Workforce Development Area (WDA).

The CMWIB will act as the convener of MOU negotiations and together with the Partners will shape how local OSCC services are delivered.

This MOU defines the roles and responsibilities of the MOU parties in operationalizing the delivery of services and other activities to produce the best possible outcomes for shared customers, including youth, job seekers and businesses, consistent with all Partner program authorizing statutes and regulations.

II. CENTRAL MA WIOA PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the region's CEO and the WIOA OSCC required partners mandated in 20 CFR Part 678.400 (See attachment A for regional partner contact list).

The required OSCC partners are:

- **1. The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program (Title I), as part of DCS/EOLWD;
- **3.** The Youth Program (Title I), as part of DCS/EOLWD;
- **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); represented by the Worcester Public Schools, the

- Webster Public Schools, Training Resources of America, and Ascentria Community Services, Inc., Quinsigamond Community College, Sheriff's Department of Worcester, and Catholic Charities.
- **5. The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD; represented through the region's OSCC operator, WCCC;
- **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);
- **7. Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
- **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;
- **9. Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
- **10. Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
- **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;
- **12. Senior Community Service Employment Program (SCEP)** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)); represented by Catholic Charities and Operation A.B.L.E. of Greater Boston.

Non-required community partners in this local MOU are:

- 13. The Worcester Community Action Council, the federally-designated anti-poverty agency for Worcester and 45 neighboring communities;
- 14. Job Corps; operated in the Central MA region at the Grafton Job Corps Center by Adams and Associates, Inc.;
- 15. YouthBuild; operated in the Central MA region by Training Resources of America, Inc.

Additional parties to this MOU may be added.

III. DURATION

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once in every 3-year period to ensure appropriate funding and effective delivery of services, and physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review if substantial changes have occurred.

This agreement shall commence on <u>July 1, 2017</u> and shall terminate on <u>June 30, 2020</u>, unless otherwise terminated by an individual Partner with 30-days written notice to all Partners, by agreement of all parties, or superseded.

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

IV. ASSURANCES

The CMWIB and the Partners agree to conduct the following activities at a local level:

- 1. Participate in the operation of the OSCC delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing Partner programs and activities.
- 2. Participate in the development of a definition of "shared" customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
- 3. Participate in the redesign of the OSCC customer flow and service continuum across partner agencies, including the accessibility and availability of services to shared customers.
- 4. Utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
- 5. Track and evaluate the outcomes for individuals who face barriers to employment.
- 6. Required OSCC Partners will use a portion of the funds available for programs and activities to maintain the OSCC delivery system, including infrastructure and shared costs of OSCC, through methods agreed upon by the CMWIB, CEO, and Partners. If no consensus on methods is reached for required OSCC Partners, the Governor, after consultation with the CEO, CMWIB, and State Workforce Development Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
- 7. Provide representation on the CMWIB to the extent possible and/or participate in its ad hoc activities/events or on standing committees, including participation in the Central MA WDA WIOA Partner Leadership Council and regional WIOA Partner subcommittees as appropriate (see Attachment B).
- 8. The MOU will be renewed, not less than once every three years to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the OSCC Partner infrastructure cost contributions.
- 9. Assist with the OSCC operator competitive selection process as coordinated by the CMWIB.

- 10. Assist with the review of WIOA performance metrics for the region and the performance metrics negotiated as part of any shared infrastructure contracts between the CMWIB required OSCC Partners, including incentives and penalties.
- 11. The Parties of this MOU agree that all required OSCC partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. Notwithstanding the above, the City of Worcester is not required to contribute funding beyond amounts received from federal, state or private sources. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to all 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. The CMWIB will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

V. MOU DEVELOPMENT, PRIORITY POPULATIONS, AND SHARED SERVICES

This MOU was developed through a joint task force consisting of Partner representatives from within the Central MA WDA.

- 1. The following regional populations are prioritized by the Partners for receipt of shared services:
 - a. Unemployment insurance claimants;
 - b. Low-income adults, including TANF and SNAP recipients;
 - c. Homeless;
 - d. Adult Education participants (Title II);
 - e. Individuals with disabilities (Vocational Rehabilitation Title IV);
 - f. Veterans;
 - g. Older workers;
 - h. Re-entry populations; and
 - i. Youth, including youth with barriers to employment.
- 2. Shared services for the Central MA WDA will include (Note: a release form will be created and utilized to gain shared customer approval for information sharing and coordination of services by the Partners. This release shall be sent to all Partners delivering services to a shared customer):
 - a. <u>Referrals:</u> until such time as the Commonwealth may develop an online referral process, Partners shall utilize the regional referral process guidebook to assist in the smooth referral of shared customers to Partner programs as appropriate. This regional guidebook will be developed by the Partners, be available electronically to all Partner staff, and describe:
 - o The services and activities available from each Partner program;
 - o General eligibility for each Partner program;

- o Details regarding the steps necessary for program enrollment;
- o A lead contact person to serve as a Partner staff liaison.

Additionally, partners with facilities located near the region's comprehensive career center in downtown Worcester (Workforce Central) will be members of the Downtown Worcester Career Connections Campus (DWCCC) and develop further direct referral and outreach recruitment support as appropriate for potential shared customers. Similarly, a Southbridge Career Connections Campus (SCCC) will be established to do likewise at the region's affiliate career center, and all Partners agree to review the feasibility and practicality of potential facility co-location as lease agreements are renewed. See the DWCCC and SCCC maps in attachment C.

- b. <u>Intake & Orientation:</u> until such time as the Commonwealth shall develop an online tool to share intake and enrollment data between Partner agencies, each Partner shall utilize the intake and orientation process necessary to fulfill their program requirements. Where appropriate, Partners shall include introductory information regarding services and programming available through the other regional Partners.
- c. <u>Career Assessment:</u> the Partners agree to share career assessment results when a referral is given.
- d. <u>Career Planning:</u> when making a referral, the Partners will forward any career planning information that has been developed with the customer or coordinating shared follow-up activities.
- e. <u>Career Readiness /Training/Education</u>: the Partners agree to review and where appropriate consolidate (combine/share) workshops/curricula. Partners will also seek to leverage each other's staff resources through cross-training of staff in workshop delivery, including online readiness tools such as the Workforce Central CareerHub member portal, and shall allow for priority enrollment of Partner-referred customers when offering career pathway training and education, to the maximum extent possible under program requirements and logistical or time constraints.
- f. <u>Job Search Assistance</u>: the Partners agree to coordinate shared customer job search activities through joint case-management efforts when practical and offer customer referrals to WCCC when these services are appropriate, including referrals for placement opportunities available through Workforce Central's Demand 2.0 process.
- g. <u>Case-management:</u> the Partners agree to coordinate services for high-need/high risk shared customers through regularly scheduled Partner case-management staff meetings. This group may meet in-person or electronically and utilize electronic tools as appropriate to manage and document their efforts.
- h. <u>Data/Performance Tracking:</u> 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.

The Central MA WDA WIOA Partnership services delivery model map for priority populations can be found in Attachment D.

- **3.** A description of the continuum of services available for business customers in the Central MA WDA can be found in Attachment E, and business customer feedback shall be utilized by the Partners to identify demand-driven career pathway programming development and coordination (see attachment F).
- **4.** The Central MA WDA WIOA Partnership services delivery continuum charts for priority populations is found in Attachment G. These charts include information regarding access to technology and materials available through the region's OSCC, for each of the above priority populations in the region.
- **5.** Partners agree to share technology-based tools wherever practical and allowable to support delivery of items a-h above to shared customers with WCCC membership, including the use of MA JobQuest, Career Ready 101, TORQ, and the Workforce Central CareerHub online portal by OSCC and Partner staff.
- **6.** As part of the region's ongoing effort to improve coordination and effectiveness of services, the Partners shall work together to develop and deliver coordinated staff development and training. Initial training topics include:
 - <u>System integration:</u> Partner program benefits/services/eligibility, MA BizWorks, performance data tracking, customer referral process, online CareerHub portal use
 - Professional growth: time management, case-notes,
 - <u>Specific interest</u>: cultural competence, disability tools and supports, language resources The Professional Development Staff Group shall coordinate these trainings and identify additional topics as appropriate to support continuous improvement.
- 7. All required WIOA Partners will work in good faith locally and with state officials from each of the Partner agencies as necessary to fund joint costs in a manner that satisfies the requirements of section 121(h) of WIOA for purposes of funding the one-stop system in PY 2017 and beyond. A general framework of this funding, including use of programmatic, administrative, and in-kind costs can be found in Attachment H.

VI. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

As stated in section 4.9 above, required WIOA Partners agree to participate in the selection process of the OSCC Operator as required by WIOA and coordinated by the CMWIB, at least once every four years.

VII. PERFORMANCE MEASURES

The CMWIB, in agreement with the required WIOA Partners, agree to jointly review the WIOA mandated performance metrics for the workforce area and/or metrics as negotiated as part of any shared services and infrastructure contract costs between the CMWIB and the mandated Partner, including potential incentives and penalties.

VIII. 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 OSCC customers.

This MOU may be executed in counterparts, and when each party has signed and delivered at least one such counterpart, each counterpart shall be deemed an original, and, when taken together with other signed counterparts, shall constitute one MOU, which shall be binding upon and effective as to all parties.

By signatures affixed below, the parties specify their agreement:

Edward M. Augustus, Jr.

City of Worcester (Chief Elected Official)

Rosalie P. Lawless

Central MA WIB Chair

Jeffrey T. Turgeon

Central MA WIB Executive Director

Janice Ryan Weekes

Workforce Central Career Center (Lead Operator)

Ce/21/

Timothy McMahon

Catholic Charities Worcester County

SCEP & ABE

Carolyn M. Gordón

MA Commission for the Blind

Eveliz Arroyo-Barrows

MA Department of Unemployment Assistance

Ellen Spencer

MA Rehabilitation Commission

Timothy Johnstone Ascentria Community Services, Inc. Joan Cirillo Joan Cirillo Operation A.B.L.E. of Greater Boston (SCSEP)	Lori Jacques MA Department of Transitional Assistance Timothy McMahon Catholic Charities Worcester County SCEP & ABE
John F. Mcgovern Worcester Public Schools	Colleen Lanza Grafton Job Corps Center
Stephen Marini Quinsigamond Community College	David Tuttle, Sheriff's Department of Worcester
Douglas Daigle Training Resources of America (ACLS)	Leslie Baker Webster Public Schools
Jill Dagilis Worcester Community Action Council	Douglas Daigle Training Resources of America (YouthBuild)

Jennithen Cortes

MA Department of Career Services

Kathleen Jackson

Kathleen Jackson

MA Department of Career Services

Deborah Baillargeon

MA Department of Career Services

Attachment A: Central MA WIOA MOU Partners

Career Center Operator	WIOA Core Partner Name: MRC	WIOA Core Partner Name: MCB	WIOA Core Partner Name: DUA	WIOA Core Partner Name: SCSEP	WIOA Core Partner Name: ACLS	WIOA Core Partner Name: DCS	WIOA Core Partner Name: DTA Local Area MOU Signatory
	Local Area MOU Signatory	Local Area MOU Signatory	Local Area MOU Signatory	Local Area MOU Signatory	Local Area MOU Signatory	Local Area MOU Signatory	
Janice Weekes, Director WeekesJ@wo rkforcecentral ma.org 508.373-7628	Ellen Spencer, Area Director Ellen.Spence@ MassMail.State. MA.US	Carolyn Gordon, Regional Director Carolyn.Gordon@ state.ma.us	DUA Director TBA Wendy Savary Director of Claims and Appeals Department of Unemployment Assistance Telephone: 508- 894-4769 Wendy.Savary@ MassMail.State.M A.US	Susan Maedler, Catholic Charities smaedler@ccworc. org Joan Cirillo Operation A.B.L.E. of Greater Boston icirillo@operationa ble.net	List Provided Below	Kathleen Jackson Kathleen.Jackson2@Mas sMail.State.MA.US Jennithan Cortes Jennithan.Cortes@Mass Mail.State.MA.US Deborah Baillargeon Deborah.Baillargeon@ MassMail.State.MA.U S	Maria Deberadinis Office 617-348-5465 Cell 617-308-0327 email maria.deberadinis@state.m a.us Joyce Clemence; Director of Southbridge DTA: joyce.clemence@state.ma. us Lori Jacques: Director of Worcester DTA; lori.jacques@state.ma.us Kimberly Rowe-Cummings Director Employment Services Program, (ESP) Massachusetts Department of Transitional Assistance 600 Washington Street, Boston, MA 02111 Phone: 617-348-5957 Fax: 617-727-9153 Kimberly.rowe- cummings@state.ma.us

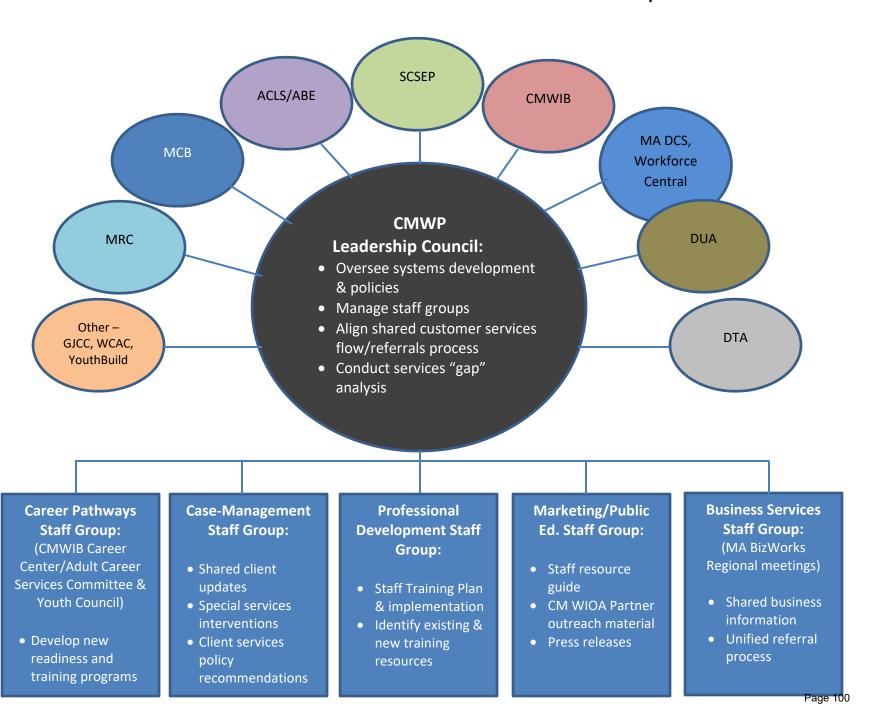
Central MA ABE Providers

Ascentria Community Services, Inc.	Director	Teresita Encarnacion	tencarnacion@ascentria.org
Catholic Charities/Worcester	Director	Madelyn Hennessy	mhennessy@ccworc.org
Quinsigamond Community College /Worcester	Director	Carol King	cking@qcc.mass.edu
Sheriff's Department of Worcester	Director	Lisa M. Gobi	lgobi@sdw.state.ma.us
Training Resources of America/Worcester	Program Coordinator	Douglas Daigle	ddaigle@tra-inc.org
Webster Public Schools	Director	Leslie Baker	lbaker@webster-schools.org
Worcester Public Schools	Director	John F. Mcgovern	McGovern@Worc.k12.MA.US

Central MA - Additional Community Partners:

Grafton Job Corps center	Deputy Center Director	Carolann Bombard	Bombard.Carolann@jobcorps.org (508)839-6904
Worcester Community Action Council	Chief Strategy Officer	Charla Hixson	<u>chixson@wcac.net</u> 508.754-1176
YouthBuild	Program Coordinator	Douglas Daigle	ddaigle@tra-inc.org

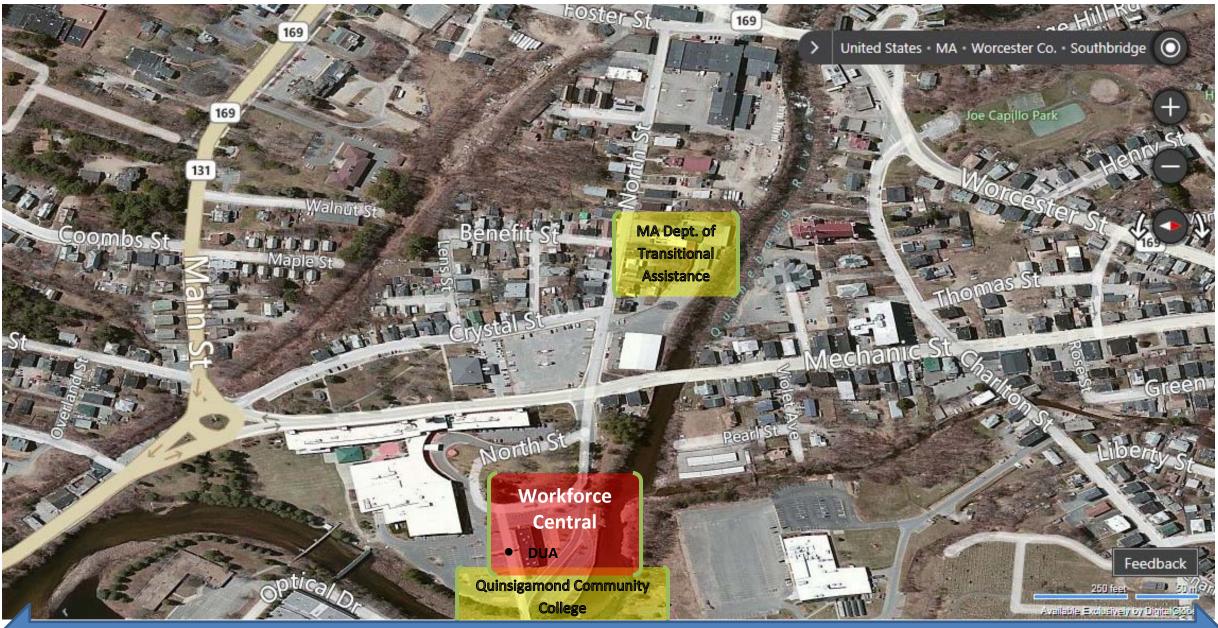
Attachment B: Central MA WIOA Partnership



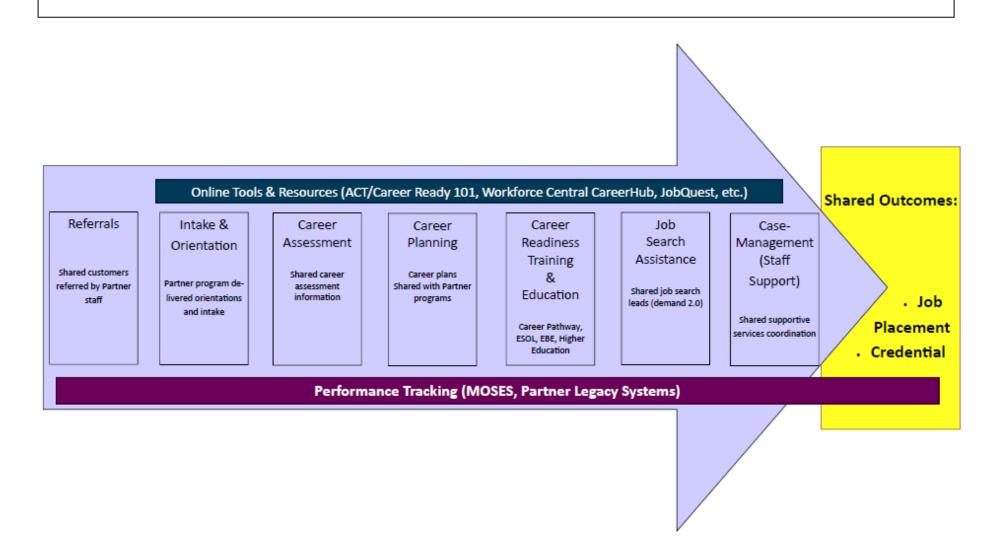
Attachment C: Downtown Worcester and Southbridge Career Connections Campus map Map 1: WORCESTER



Map 2: Southbridge



Attachment D: Central MA WIOA Partnership Services Delivery Map



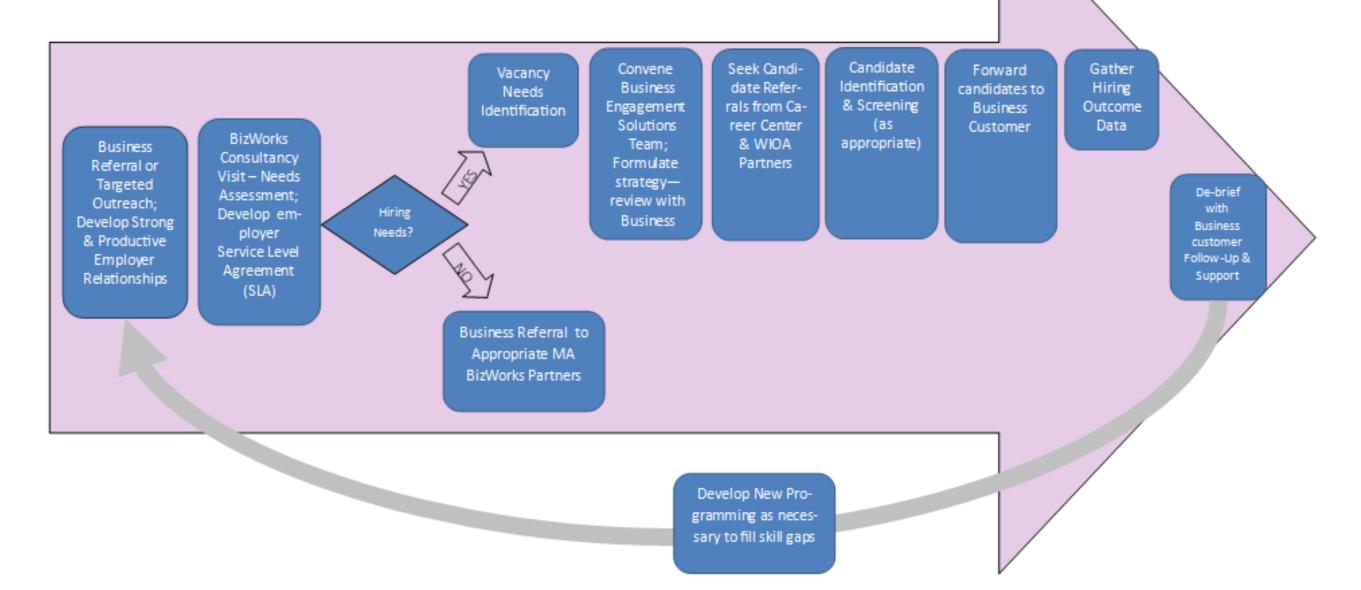
Attachment E: Central MA Continuum of Business Services

Defined Shared Customers: Business customers served by one or more regional Partner.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Needs Assessment	General Business Services	Job Vacancy Assistance	Staff Resources	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	One-on one contact (phone, email, in-person)		Labor Market Information	 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project Managers (2)	MOSES database
Workforce Central Career Center – Business Services	MA BizWorks outreach, word of mouth, Community partners	One-on one contact (phone, email, in-person)	 One-on-One discussion of needs Workkeys position profilling 	 Hiring incentive info. MA BizWorks Referrals: Rapid Response Layoffs Facilities (MOBD) Div. of Industrial Accidents 	 Post job openings (job Quest) OJT Job Fairs & recruitment events Volunteer Connections Program (nonprofits) Bounce to Employment Candidate recruitment & screening (limited) 	 Business Service Reps (3) Recruiters (3) 	MOSES database
Massachusetts Rehabilitation Commission	Employer Outreach; Greater Worcester Employment Resource Collaborative	One to One meetings	 Assess Employer needs 	Market OJT; TJTC Hiring Incentives	 Internet job search assistance Job Driven Trainings with Account Managed Employers 	 2 Employment Service Specialist 3 Job Placement Specialist 	MRCIS database

Worcester Community Action Council	Employer outreach	One to one and group meetings	•	General assessment through discussion	Customized career pathway program advisory committee; internships	•	Program interns	•	Program staff	Program database
Worcester Public Schools	Employer outreach	One to one and group meetings	•	General assessment through discussion	Aligned Career Technical Education program advisory committees – pathway training services; Co-Op and internships	•	Co-op and interns; recent grads Career fairs	•	CTE staff, guidance counselors	School to Career (Connecting Activities) database

WIOA Partner Employer Services Flow



Attachment F: Central MA Demand-Driven Program Development

WCCC BEST & WIOA Partner Business Staff

- Business customer intelligence gathering
- Job-demand Feedback to Counselors/ITA process
- Identify pathway project needs
- Assist CMWIB in setting industry pathway priorities

- •WCCC BEST Manager, BSR's, Recruiters
- WIOA Partner Business Services Staff

CMWIB/WJF Committees

- Review business data/LMI
- Design industry pathway projects
- Gather, align & prioritize resources
- CMWIB Career Center/Adult Career Services
 Committee: CMWIB & WCC Staff (BET, Counseling),
 Local WIOA Partners
- CMWIB Youth Council: CMWIB & WCC Staff, WIOA Youth Partner Staff, Community & Educational Reps, Employers
- Worc. Jobs Fund Committee: CoW ED, Chamber, WPS, WCLC, WC and CMWIB

Central MA BizWorks Committee

- Align partner business service efforts
- Share LMI and best practices
 - Bring needs back to local regions/Boards

 Central, North Central, & MetroWest Career Center BSRs & WIBS, Rapid Response,, WIOA Partners Business services staff, Econ Dev.

Attachment G: Central MA Customer Flow – Unemployment Insurance Recipients

Defined Shared Customers: Job seekers collecting benefits through the MA Dept. of Unemployment Assistance served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 – day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database

Workforce Central Career Center – general public (Wagner-Peyser program)	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/Higher Ed.) OJT 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 –day contact until they do not have a service for 90 days (auto exit from our system)	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	• SMARTT database
SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database

providers and Adult Basic other stakeholders. Education English as a Second **Client contacts** Language DTA SNAP Path to WIOA Training **Work Specialist to** WIOA Job Search request a referral. Client is ABAWD Assessment **Work Program** Conducted. Exempt: Referral made. Can be referred to any SNAP Path to Work Activity: Job Readiness Training Job Search Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training

Central MA Customer Flow — Low-income Adults (including TANF & SNAP recipients)

Defined Shared Customers: WIOA Low-Income Adult eligible job seekers served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) ITA's (DW/Low income only) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/Higher Ed.) OJT 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 —day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database
Mark at the	A		•		•	•	•		01.1.
Webster Adult	Another ABE	 In-house process 	 TABE Locator 	 Creation of an 	 Pathways to 	 Full time 	 Full time 	 HiSET Academy 	 SMARTT

Basic Education	Program, CBO's, WIOA Partners, Media, etc.		 TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Individual Education and Career Plan	Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101	Advisor assistance	Advisor assistance	 IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	database
DTA: SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted providers and other stakeholders. Client contacts DTA SNAP Path to Work Specialist to request a referral. Assessment Conducted. Referral made.	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training WIOA Job Search Client is ABAWD Work Program Exempt: Can be referred to any SNAP Path to Work Activity: Job Readiness Training Job Search Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database
DTA: TAFDC/TANF Client	Community partners, word of	Apply for TAFDC benefits at local	TAFDC case established	If Work Program Exempt, referrals	Various outside education and	Job Quest	Assigned primary case manager	JobQuest	BEACON Database

	mouth, various outside state and non-profit agencies	DTA office Begin pre-benefit job search (PBJS), including orientation attendance	Pathways to Self Sufficiency (PSS) assessment is scheduled Referrals Made	made to the following agencies: MRC, MCB, ABE/ESL If Work Program Required, referrals are made to the following programs: CIES/YPP/MORI WIOA Training(ITA) ABE/ESL, Work Ready/Job Search (Local One Stop Career Center)	training agencies	Various Contracted Vendors (CIES, MORI, YPP) Local One Stop Career Center	while TAFDC case is active		Virtual Gateway (EIM/ESM)
Quinsigamond Community College Adult Community Learning Center (ACLC): English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation Program Enrollment occurs approximately 3x/year depending upon class availability	For ASE/GED/HiSET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E Reading TABE CLAS-E Writing	 Creation of individual education and career plan with Education and Career Advisors Information sessions with College and Career Navigator 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ QCC's Workforce Development & Continuing Education Center Referrals to QCC's postsecondary certificate and degree programs 	Referral to Workforce Central Career Center	■ Education & Career Advisors, with referrals to support services, if needed	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org (online reading & writing) Grammar bytes (chompchomp.com) Readworks.org YouTube and TeacherTube videos Kahoot.com Quizzizz.com Quizzlet.com Google 	 SMARTT Jenzabar CX Jenzabar Higher Reach
Training Resources of America, Inc. – ABE Career Pathways	Community Partners, Word of Mouth, Flyers and Marketing Materials	Application	TABE	Work Keys 101, Job Readiness Training,	Certification	Local One Stop Career Center	Weekly Case Meetings with Instructor/Case Manager	Work Keys 101	SMAART

Central MA Customer Flow – Homeless

Defined Shared Customers: Job seekers lacking a fixed address served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 – day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database
	word of mouth,	Career Center	TABE locator	Create Individual	Workkeys	• Online	 Assigned 	Job Quest	MOSES database
Workforce Central	WIOA partners	Seminar (CCS)	ACT Workkeys	Plan of	online modules	tools/job board	primary	• WCCC	

Career Center – general public (Wagner-Peyser program)			 Meyers Briggs\ Career Directions workshop 	Employment (AKA Career Action Plan)	(context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advantage Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/ Higher Ed.) OJT		counselor – 60 –day contact until they do not have a service for 90 days (auto exit from our system)	CareerHub Portal TORQ ACT Workkeys	
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	• SMARTT database
SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted providers and other stakeholders.	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training Adult Basic Education	· •	First Available Worker	JobQuest	BEACON Database

			Client contacts DTA SNAP Path to Work Specialist to request a referral. Assessment Conducted. Referral made.		English as a Second Language WIOA Training WIOA Job Search Client is ABAWD Work Program Exempt: Can be referred to any SNAP Path to Work Activity: Job Readiness Training Job Search Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training				
TAFDC/TANF Client	Community partners, word of mouth, various outside state and non-profit agencies	Apply for TAFDC benefits at local DTA office Begin pre-benefit job search (PBJS), including orientation attendance	established Pathways to Self Sufficiency (PSS) assessment is scheduled Referrals Made	If Work Program Exempt, referrals made to the following agencies: MRC, MCB, ABE/ESL If Work Program Required, referrals are made to the following programs: CIES/YPP/MORI WIOA Training(ITA) ABE/ESL, Work Ready/Job Search (Local One Stop Career Center)	Various outside education and training agencies	Job Quest Various Contracted Vendors (CIES, MORI, YPP) Local One Stop Career Center	Assigned primary case manager while TAFDC case is active	JobQuest	Virtual Gateway (EIM/ESM)
Quinsigamond Community College Adult Community Learning Center (ACLC):	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester	To enroll in a program, prospective students must complete the following steps: Information Session and	For ASE/GED/HISET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral	 Creation of individual education and career plan with Education and Career Advisors Information 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA 	 Referral to Workforce Central Career Center 	 Education & Career Advisors, with referrals to support services, if needed 	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org 	SMARTTJenzabar CXJenzabar Higher Reach

English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation Program Enrollment occurs approximately	 TABE CLAS-E Reading TABE CLAS-E Writing 	sessions with College and Career Navigator	program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ QCC's Workforce Development &	(online reading & writing) • Grammar bytes (chompchomp.com) • Readworks.org • YouTube and TeacherTube videos • Kahoot.com • Quizzizz.com • Quizzlet.com
					credit training @	• Quizzizz.com
		occurs approximately 3x/year depending upon class availability			Development & Continuing Education Center	• Google
					 Referrals to QCC's postsecondary certificate and degree programs 	

Central MA Customer Flow — Adult Ed. Participants

<u>Defined Shared Customers:</u> Customers served by ACLS providers and at least one other WIOA Partner; ACLS Guidelines indicate student eligibility in the following manner – "In order to be eligible for services, students must:

- a) be at least 16 years of age; and
- b) not be enrolled or required to be enrolled in secondary school under state law, and:
 - be basic skills deficient,
 - not have a secondary school diploma or its recognized equivalent,
 - have a high school diploma or its recognized equivalent but have not achieved an equivalent level of education (lack the level of reading, writing, and/or computation skills expected of a high school graduate as shown on an NRS approved assessment). Students who possess a high school credential must assess at or below 10.9 grade level equivalent (GLE) in reading, writing, or math in order to be eligible for services and seek to maintain work certification and/or pursue postsecondary education or training. Priority of services must be given to adults without a high school credential.; or
 - be English language learners. Shared customers include: unemployement insurance recipients, low-income adults, homeless, vocational rehabilitation"

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) ITA's (DW/Low income only) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	 Assigned primary counselor – 60 – day contact through 1 year following job placement 	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database

Workforce Central Career Center – general public (Wagner-Peyser program)	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	(context.) (job Q Readiness Resou Workshops: (comp Resume Couns Interview referra prep I-Team Linked-In Volunt New Leaf Conne Using Age to Your Bounc	/job board Quest) urce room puters) selor rals ms ateer ections	Assigned primary counselor – 60 –day contact until they do not have a service for 90 days (auto exit from our system)	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	or	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	SMARTT database

SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted providers and other stakeholders. Client contacts DTA SNAP Path to Work Specialist to request a referral. Assessment Conducted. Referral made.	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training WIOA Job Search Client is ABAWD Work Program Exempt: Can be referred to any SNAP Path to Work Activity: Job Readiness Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database
TAFDC/TANF Clients	Community partners, word of mouth, various outside state and non-profit agencies	Apply for TAFDC benefits at local DTA office Begin pre-benefit job search (PBJS), including orientation attendance	TAFDC case established Pathways to Self Sufficiency (PSS) assessment is scheduled Referrals Made	If Work Program Exempt, referrals made to the following agencies: MRC, MCB, ABE/ESL If Work Program Required, referrals are made to the following programs: CIES/YPP/MORI	Training Job Search Vocational/Skills Training Adult Basic Education ESL WIOA Training Various outside education and training agencies	Job Quest Various Contracted Vendors (CIES, MORI, YPP) Local One Stop Career Center	Assigned primary case manager while TAFDC case is active	JobQuest	BEACON Database Virtual Gateway (EIM/ESM)
				WIOA Training(ITA) ABE/ESL, Work Ready/Job Search (Local One Stop CC)					

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, out-stationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/ Training/ Education	Job Search Assistance	Case-management	Online / e- Tool(s)	Data Tracking Tool(s)
Quinsigamond Community College Adult Community Learning Center (ACLC): English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation Program Enrollment occurs approximately 3x/year depending upon class availability	For ASE/GED/HiSET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E Reading TABE CLAS-E Writing	 Creation of individual education and career plan with Education and Career Advisors Information sessions with College and Career Navigator 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ QCC's Workforce Development & Continuing Education Center Referrals to QCC's postsecondary certificate and degree programs 	Referral to Workforce Central Career Center	■ Education & Career Advisors, with referrals to support services, if needed	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org (online reading & writing) Grammar bytes (chompchomp.com) Readworks.org YouTube and TeacherTube videos Kahoot.com Quizzizz.com Quizzlet.com Google 	 SMARTT Jenzabar CX Jenzabar Higher Reach
Training Resources of America, Inc. – Adult Basic Education and English for Speakers of other Languages	Community Partners, Word of Mouth, Flyers and Marketing Materials	Application	MAPT testing	College and Career Advising, Work Keys 101	Work Keys 101	College and Career Advising, Work Keys 101		Work Keys 101	SMAART

Central MA Customer Flow – Vocational Rehab (Title IV) participants

Defined Shared Customers: Job seekers served by the MA Commission for the Blind or MassRehab and another Partner.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) – at least one equipped with accessibility support – magnification and speech recognition. Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 —day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database

Workforce Central Career Center – general public (Wagner-Peyser program)	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/Higher Ed.) OJT 	 Online tools/job board (job Quest) Resource room (computers) – at least one equipped with accessibility support – magnification and speech recognition. Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 –day contact until they do not have a service for 90 days (auto exit from our system)	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	• SMARTT database
SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database

			providers and		Adult Basic				
			other stakeholders.		Education				
					English as a Second				
			Client contacts		Language				
			DTA SNAP Path to		WIOA Training				
			Work Specialist to		WIOA Job Search				
			request a referral.						
			Assessment		Client is ABAWD				
			Conducted.		Work Program				
			Referral made.		Exempt:				
			nerena madei		Can be referred to				
					any SNAP Path to				
					Work Activity:				
					Job Readiness				
					Training				
					Job Search				
					Vocational/Skills				
					Training				
					Adult Basic				
					Education				
					English as a Second				
					Language				
					WIOA Training				
TAFDC/TANF Client	Community	Apply for TAFDC	TAFDC case	If Work Program	Various outside	Job Quest	Assigned primary	JobQuest	BEACON Database
	partners, word of	benefits at local	established	Exempt, referrals	education and		case manager		
	mouth, various	DTA office	Pathways to Self	made to the	training	Various Contracted	while TAFDC case is		
	outside state and	Begin pre-benefit	Sufficiency (PSS)	following agencies:	agencies	Vendors (CIES,	active		
	non-profit agencies	job search (PBJS),	assessment is	MRC,		MORI, YPP)			
		including	scheduled	MCB, ABE/ESL					
		orientation	Referrals Made			Local One Stop			
		attendance		If Work Program		Career Center			Virtual Gateway
				Required, referrals					(EIM/ESM)
				are made to the					
				following					
				programs:					
				CIES/YPP/MORI					
				WIOA Training(ITA)					
				ABE/ESL, Work					
				Ready/Job Search					
				(Local One Stop					
				Career Center)					
				Career Center)					

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
MA Commission for the Blind - Transition Vocational Rehabilitation Services provided to ages 14 - 22 if on an IEP		Through Transition Counselor, determine needed services such as Orientation and Mobility, Rehab Teaching and Assistive Technology	Set goals based on interests Use Turning 14 assessment grid	Through creation of an Individual plan for employment(IPE)	 Guidance and financial support around education Internship program Blindness skills training Soft Skills Resume building Career Connect Peer Mentors 	 Resume building Internship program Soft skills Assist with placement through job fairs, business partners, employment networks, Worksite evaluations Career Center 	Ongoing through closure of case	Accessible sites for job search Indeed.com Snagajob.com JobQuest	System 7 client records management program
MA Commission for the Blind - Vocational Rehabilitation Adult Services, no upper age limit		Vocational Rehabilitation Counselor. Determine needed services such as Orientation and Mobility, Rehab Teaching and Assistive Technology	Set goals based on interest, educational and employment goals	Through creation of an Individual plan for employment(IPE)	 Provide guidance and financial support around education Internship program Blindness skills training Soft Skills Resume building Career Connect Peer Mentors 	 Resume building Internship program Soft skills Assist with placement through job fairs, business partners, employment networks 	Ongoing through closure of case	Accessible sites for job search Indeed.com Snagajob.com JobQuest	System 7 client records management program
Massachusetts Rehabilitation Commission	Word of mouth WIOA Partners Community Agencies; schools Hospitals; Mental Health Agencies; Prosthetic device vendors	Orientation Weekly 1 – 1 Intake meeting; discuss work history and disability information to determine eligibility for	 Psychological Evaluation: WAIS, WRAT, Woodcock Johnson COPS – Career Occupational Preference 	Create an Individual Plan for Employment with Master's Level Voc. Rehab. Counselor to take interests and abilities as well as	 Job Readiness Workshops 1-1 Resume Writing session Mock Interviews 1-1 Assistance with online Job 	 Referral to inhouse Job Placement Specialist and Employment Specialist Referral to Community 	 Assigned VR Counselor to be primary contact to document progress; follow up as needed 	INFORResumateCareerscopeResumateONET	MRCIS database

		services;	Survey CAI – Career Assessment Inventory Medical evaluations for prosthetic devices and equipment Vehicle and home modification Assistive Technology Assessment	disability into account; determine any accommodation needs	Applications College and Certificate trainings On-The –Job training funds Travel; tools; uniforms needed for job	Rehab. Provider for job placement services; job coaching on site & follow up	through 90 days of employment; will provide extended follow up if needed (8-9 months) through contracts		
Quinsigamond Community College Adult Community Learning Center (ACLC): English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation Program Enrollment occurs approximately 3x/year depending upon class availability	For ASE/GED/HiSET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E Reading TABE CLAS-E Writing	 Creation of individual education and career plan with Education and Career Advisors Information sessions with College and Career Navigator 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ QCC's Workforce Development & Continuing Education Center Referrals to QCC's postsecondary certificate and degree programs 	Referral to Workforce Central Career Center	■ Education & Career Advisors, with referrals to support services, if needed	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org (online reading & writing) Grammar bytes (chompchomp.com) Readworks.org YouTube and TeacherTube videos Kahoot.com Quizzizz.com Quizzlet.com Google 	 SMARTT Jenzabar CX Jenzabar Higher Reach

Central MA Customer Flow – Veterans

Defined Shared Customers: Qualified military veterans seeking employment that are served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	 Talent Neuron (Job Board analytics) LEHD 	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 – day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database

Workforce Central Career Center – general public (Wagner-Peyser program)	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/Higher Ed.) OJT 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	counselor – 60	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	SMARTT database
SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database

			providers and		Adult Basic				
			other stakeholders.		Education				
					English as a Second				
			Client contacts		Language				
			DTA SNAP Path to		WIOA Training				
			Work Specialist to		WIOA Job Search				
			request a referral.						
			Assessment		Client is ABAWD				
			Conducted.		Work Program				
			Referral made.		Exempt:				
					Can be referred to				
					any SNAP Path to				
					Work Activity:				
					Job Readiness				
					Training				
					Job Search				
					Vocational/Skills				
					Training Adult Basic				
					Education				
					English as a Second				
					Language				
					WIOA Training				
					WICH Halling				
Quinsigamond	Word of mouth,	To enroll in a	For ASE/GED/HiSET:	Creation of	■ Referrals to College	Referral to	■ Education & Career	KET Distance	■ SMARTT
Community	advisory board	program, prospective	Massachusetts	individual	& Career Navigator	Workforce Central	Advisors, with	Learning	Jenzabar CX
College Adult	members, WIOA	students must	Adult Proficiency	education and	Adult Career	Career Center	referrals to support	 Khan Academy 	Jenzabar Higher
	partners, Oustation	complete the	Test (MAPT)	career plan with	Pathways – PCA		services, if needed	 Ventures Arcade 	Reach
Community	staff @ Workforce	following steps:		Education and	program			(online	
Learning Center	Central Career	Information	For ESOL and ACP:	Career Advisors	Adult Career			learning/practice)	
(ACLC):	Center, Worcester	Session and	■ BEST Plus Oral	 Information 	Pathways – CNA			 Readtheory.org 	
English for	County Community	Placement Test	■ TABE CLAS-E	sessions with	program			(online reading &	
Speakers of Other	Connections mailings, community agency	(TABE CLAS-E Reading Locator,	Reading TABE CLAS-E	College and Career	 Referrals to Future Focus Program @ 			writing)	
<u>Languages</u>	resource guides,	TABE Locator, in-	Writing	Navigator	QCC (ABE			Grammar bytes (shampshamp sam)	
(ESOL),	Walk-ins, ACLS	house locator)	Willing		Transitions to			(chompchomp.com) ● Readworks.org	
Adult Secondary	directory	Interview and			Community			YouTube and	
Education,	,	Intake Form			College)			TeacherTube videos	
		Orientation			Referrals to non-			Kahoot.com	
and Adult Career					credit training @			Quizzizz.com	
Pathways (ACP)		Program Enrollment			QCC's Workforce			Quizzlet.com	
		occurs approximately			Development &			• Google	
		3x/year depending			Continuing			J	
		upon class availability			Education Center				
					■ Referrals to QCC's				
					postsecondary				
					certificate and				
					degree programs				

Central MA Customer Flow – Older Workers

Defined Shared Customers: Adults aged 55+ seeking employment served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 –day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database
	word of mouth,	Career Center	TABE locator	Create Individual	 Workkeys 	 Online 	 Assigned 	 Job Quest 	MOSES database
Workforce Central	WIOA partners	Seminar (CCS)	 ACT Workkeys 	Plan of	online modules	tools/job board	primary	• WCCC	

Career Center – general public (Wagner-Peyser program)			 Meyers Briggs\ Career Directions workshop 	Employment (AKA Career Action Plan)	(context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/ Higher Ed.) OJT	 (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	counselor – 60 –day contact until they do not have a service for 90 days (auto exit from our system)	CareerHub Portal TORQ ACT Workkeys	
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	• Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	• SMARTT database
SCEP – Catholic Charities		•	•	•	•	•	•	•	•
SCEP – Operation A.B.L.E.		•	•	•	•	•	•	•	•
Quinsigamond Community College Adult Community Learning Center (ACLC):	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test	For ASE/GED/HISET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E	 Creation of individual education and career plan with Education and Career Advisors Information sessions with 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program 	 Referral to Workforce Central Career Center 	 Education & Career Advisors, with referrals to support services, if needed 	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org 	SMARTTJenzabar CXJenzabar Higher Reach

English for	Connections mailings,	(TABE CLAS-E	Reading	College and Career	■ Referrals to Future	(online reading &
Speakers of Other	community agency	Reading Locator,	TABE CLAS-E	Navigator	Focus Program @	writing)
<u>Languages</u>	resource guides,	TABE Locator, in-	Writing		QCC (ABE	 Grammar bytes
	Walk-ins, ACLS	house locator)			Transitions to	(chompchomp.com)
(ESOL),	directory	Interview and			Community	Readworks.org
Adult Secondary		Intake Form			College)	YouTube and
Education,		Orientation			Referrals to non-	TeacherTube videos
and Adult Career					credit training @	Kahoot.com
Pathways (ACP)		Program Enrollment			QCC's Workforce	• Quizzizz.com
ratilways (ACF)		occurs approximately			Development &	• Quizzlet.com
		3x/year depending			Continuing	• Google
		upon class availability			Education Center	o a constant of the constant o
					Referrals to QCC's	
					postsecondary	
					certificate and	
					degree programs	

Central MA Customer Flow — Re-entry populations

Defined Shared Customers: Formerly incarcerated job seekers served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	 Talent Neuron (Job Board analytics) LEHD 	MOSES database
Workforce Central Career Center – WIOA Low-income Adults and Dislocated Workers	MA DUA Referrals, word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	Assigned primary counselor – 60 –day contact through 1 year following job placement	 Job Quest WCCC CareerHub Portal Unemployment Services TORQ ACT Workkeys 	MOSES database

Workforce Central Career Center – general public (Wagner-Peyser program)	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/Higher Ed.) OJT 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program Bounce to Employment 	counselor – 60	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	• In-house process	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	• SMARTT database
SNAP Client	Word of mouth, Community partners, online referrals	Apply for SNAP benefits at local DTA office, via the virtual gateway, via fax or by mail. No Orientation is provided for SNAP consumers	Client learns about the SNAP Path to Work Program through DTA staff, SNAP Path to Work brochures, the SNAP Path to Work website, or from contracted	Client visits or contacts Local One Stop Career Center. Assessment Conducted. Reverse referral process initiated	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database

			providers and other stakeholders. Client contacts DTA SNAP Path to Work Specialist to request a referral. Assessment Conducted. Referral made.		Adult Basic Education English as a Second Language WIOA Training WIOA Job Search Client is ABAWD Work Program Exempt: Can be referred to any SNAP Path to Work Activity: Job Readiness Training Job Search Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training				
Worcester County Sheriff	no recruitment classes = good time	in house	TABE	done on an individual basis and student request	MWCC IRT Mfg Workforce Central New Leaf Orientation Resume/Interview OSHA ServSafe Mgr Cert.	N/A	Education Advisor Reentry/HSC	 Career Ready Khan Academy Duo Lingo Quizlet CommonLit Newela Starfall Ixl 	SMARTT in house statistician
Quinsigamond Community College Adult Community Learning Center (ACLC): English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation	For ASE/GED/HISET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E Reading TABE CLAS-E Writing	 Creation of individual education and career plan with Education and Career Advisors Information sessions with College and Career Navigator 	 Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ 	Referral to Workforce Central Career Center	 Education & Career Advisors, with referrals to support services, if needed 	 Microsoft KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org (online reading & writing) Grammar bytes (chompchomp.com) Readworks.org YouTube and TeacherTube videos Kahoot.com Quizzizz.com 	 SMARTT Jenzabar CX Jenzabar Higher Reach

Program Enrollment	QCC's Workforce	• Quizzlet.com
occurs approximately	Development &	• Google
3x/year depending	Continuing	
upon class availability	Education Center	
	Referrals to QCC's	
	postsecondary	
	certificate and	
	degree programs	

Central MA Customer Flow – Youth (and youth with barriers to employment)

Defined Shared Customers: Youth ages 14-24 seeking employment or career readiness services served by two or more Partners.

WIOA Partner - Program	Recruitment & referral sources (i.e., word of mouth, partner staff, outstationed staff locations, online referrals, etc.)	Intake & Orientation	Assessment Process(s)	Career Planning	Career Readiness/Traini ng/ Education	Job Search Assistance	Case- management	Online / e- Tool(s)	Data Tracking Tool(s)
CMWIB – Industry Pathway projects	Community partners	Project-based			 Industry Pathway Projects Worcester Job Fund Job1 Partnership 	Project placement assistance	Project based	Talent Neuron (Job Board analytics)LEHD	MOSES database
CMWIB – WIOA Youth Programs	Community partners	Eligibility forms gathered by vendors (program operators)	TABE test	Career pathway plans	 Career pathway technical training HiSET Career Readiness 	Placement assistance	 Staff follow up (monthly for up to a year after graduation) 	• ACT Workkeys	Partners' internal database; MOSES
CMWIB YouthWorks youth employment program	Community partners, Worcester Public Schools	Application process (led by vendor); Eligibility review		Basic participant plans created	 Pre-job readiness (15 hours) Subsidized work exerience 		Weekly check-ins during program		Use of State (Commonwealth Corp.) Apricot system
Workforce Central Career Center – Youth services	word of mouth, WIOA partners	Career Center Seminar (CCS)	 TABE locator ACT Workkeys Meyers Briggs\ Career Directions workshop 	Create Individual Plan of Employment (AKA Career Action Plan)	 Workkeys online modules (context.) Readiness Workshops: Resume Interview prep Linked-In New Leaf Using Age 	 Online tools/job board (job Quest) Resource room (computers) Counselor referrals I-Teams Volunteer Connections Program 	 Assigned primary counselor – 60 – day contact until they do not have a service for 90 days (auto exit from our system) 	 Job Quest WCCC CareerHub Portal TORQ ACT Workkeys 	MOSES database

				to Your Advant. Bounce Readiness Class Professor Teaches Referral to partners (ABE/ESOL/ Higher Ed.) OJT	Bounce to Employment			
Webster Adult Basic Education	Another ABE Program, CBO's, WIOA Partners, Media, etc.	 TABE Locator TABE Clas-E Locator In-house ESOL Locator MAPT Reading MAPT Math TABE Clas-E Reading BEST Plus Oral Career Ready 101 	Creation of an Individual Education and Career Plan	 Pathways to Healthcare Careers Introduction to Machining/ Manufacturing Technology Individual work readiness skills administered through Advisors and using Career Ready 101 	Full time Advisor assistance	Full time Advisor assistance	 HiSET Academy IXL Career Ready 101 Khan Academy Northstar Digital Literacy USA Learns Duo Lingo 	SMARTT database
SNAP Client	Community benefit partners, online referrals virtual via fax o	d for SNAP website, or from	Conducted.	Client is ABAWD Work Program Required: Referred to Qualifying SNAP Path to Work Activity: Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training WIOA Job Search Client is ABAWD Work Program Exempt: Can be referred to	Local One Stop Career Center	First Available Worker	JobQuest	BEACON Database

					any SNAP Path to Work Activity: Job Readiness Training Job Search Vocational/Skills Training Adult Basic Education English as a Second Language WIOA Training				
TAFDC/TANF Client	Community partners, word of mouth, various outside state and non-profit agencies	Apply for TAFDC benefits at local DTA office Begin pre-benefit job search (PBJS), including orientation attendance	TAFDC case established Pathways to Self Sufficiency (PSS) assessment is scheduled Referrals Made	All pregnant and parenting teens have a high school or equivalent requirement. If not in high school, the client will be referred to a YPP funded provider.	Various outside education and training agencies	Job Quest Various Contracted Vendors (CIES, MORI, YPP) Local One Stop Career Center	Assigned primary case manager (SSS Worker) while TAFDC case is active	JobQuest	Virtual Gateway (EIM/ESM)
				If client does have their high school equivalency a referral would be made to the following programs: CIES/ MORI WIOA Training(ITA) ABE/ESL, Work Ready/Job Search (Local One Stop Career Center)					
Worcester Community Action Council, Inc. (WCAC)	Worcester Public Schools, DTA, court, community partners, youth word of mouth, Worcester Police Department, Central MA Housing Alliance	Application completed in- person or submitted online	Individual conversation to determine initial eligibility, TABE testing	Career interest inventory, career pathway exploration	Work readiness (resume writing, job applications, soft skills, such as communication, interviewing skills); training offered individually and in cohorts; referrals to QCC certificate programs; CNA and culinary pipeline	Individualized; online job search assistance; subsidized short-term work experiences; in-house internships	Weekly; ongoing; follow-up provided for 1 year; subsidized work experiences include weekly reflection activities; individual service plans with goals; wrap-around supports	ACT Work Keys, Kahn Academy, MACIS	Apricot, agency- wide database, internal Excel spreadsheets

Quinsigamond Community College Adult Community Learning Center (ACLC): English for Speakers of Other Languages (ESOL), Adult Secondary Education, and Adult Career Pathways (ACP)	Word of mouth, advisory board members, WIOA partners, Oustation staff @ Workforce Central Career Center, Worcester County Community Connections mailings, community agency resource guides, Walk-ins, ACLS directory	To enroll in a program, prospective students must complete the following steps: Information Session and Placement Test (TABE CLAS-E Reading Locator, TABE Locator, inhouse locator) Interview and Intake Form Orientation Program Enrollment occurs approximately 3x/year depending upon class availability	For ASE/GED/HiSET: Massachusetts Adult Proficiency Test (MAPT) For ESOL and ACP: BEST Plus Oral TABE CLAS-E Reading TABE CLAS-E Writing	 Creation of individual education and career plan with Education and Career Advisors Information sessions with College and Career Navigator 	trainings in partnership with QCC; financial literacy; civic engagement Referrals to College & Career Navigator Adult Career Pathways – PCA program Adult Career Pathways – CNA program Referrals to Future Focus Program @ QCC (ABE Transitions to Community College) Referrals to non- credit training @ QCC's Workforce Development & Continuing Education Center Referrals to QCC's postsecondary certificate and	Referral to Workforce Central Career Center	■ Education & Career Advisors, with referrals to support services, if needed	 KET Distance Learning Khan Academy Ventures Arcade (online learning/practice) Readtheory.org (online reading & writing) Grammar bytes (chompchomp.com) Readworks.org YouTube and TeacherTube videos Kahoot.com Quizzizz.com Quizzlet.com Google 	 SMARTT Jenzabar CX Jenzabar Higher Reach
Training Resources of America, Inc.	Community Partners, Word of Mouth, DTA, Probation Dept, DYS, Worcester Public Schools	Application, Interview, Mental Toughness Orientation	TABE	Work Keys 101, Job Readiness Training	degree programs YouthBuild Carpentry and Nurse Aid Training with PACT and CNA Certification , Focus Retail and Customer Service Certification	Placements, Internships	Weekly Case Meetings with Case Manager	Work Keys 101, IXL	YouthBuild MIS, YouthBuild Data

Attachment H: Central MA WIOA Partner Resource Sharing Matrix

WIOA Partner	OSCC in-kind on-site staffing	OSCC in-kind on-site customer support	Downtown Worcester Career Connections Campus member	OSCC infrastructure funding	Notes
MRC		X	X	TBD	Provides WCCC customer accommodation support; partner in the region's Disability Employment Initiative IV grant; Ticket to Work provider
МСВ			X	TBD	Provides WCCC customer accommodation support
DTA	X	Х	X	FY 17 = \$37,299 FY 18 = TBD	Full Engagement Workers stationed at WCCC; Bounce program staff training
DUA	X	X	X	TBD	Provides UI claimant navigation support staff at WCCC.
SCSEP: Cath. Charities	X*	X*		TBD	
SCSEP: Operation A.B.L.E.	X	Х	х	TBD	
Training Resources of America	X*	X*	X	TBD	
Ascentria Community Services, Inc.	X*	X*		TBD	
Webster Public Schools	X*	X*		TBD	
Worcester Public Schools	X*	X*	Х	TBD	Provides contextualized HISET (Constr., IT, Health care)
Quinsigamond Community College	X*	X*	Х	TBD	Educational navigator stationed at WCCC along with ACLS rep.
Sheriff's Department of Worcester				TBD	Provides services pre-release to prisoners returning to the region
Worcester Community Action Council			X	TBD	
Grafton Job Corps			X	TBD	Admissions office in downtown Worcester; Weekly new student WCCC tours

^{*}ACLS outstation agent represents all partner programs on site at WCCC

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 CENTRAL MASS WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Total Individuals Served	11,629	
Gender		
Male	6,355	55%
Female	5,294	46%
Ethnicity		
White	8,756	75%
Black or African American	1,064	9%
Hispanic or Latino	1,518	13%
American Indian or Alaskan Native	129	1%
Asian	443	4%
Hawaiian Native or Other Pacific Islander	20	0%
Other	1,499	13%
Age		
18 or under	154	1%
19-21	370	3%
22-45	5,220	45%
46-54	2,736	24%
55+	3,149	27%
Education		
Less than High School	855	7%
High School Diploma or Equivalent	3,485	30%
Some College/Vocational Degree	1,847	16%
Associate Degree	1,175	10%
Bachelors Degree	2,449	21%
Advanced Degree	1,066	9%
Self-Identified Persons With Disabilities	695	6%
Unemployment Insurance Claimants	8,651	74%
Veterans	692	6%
Employers Served	1,238	
Employers Listing Job Orders	475	38%
Employers Receiving Referrals	167	13%
Employers Who Hired a Job Seeker Referral	107	9%
1 - 7		-

CENTRAL MASS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017									
TITLE	I YOUTH PARTICIPANT	SUMMARY							
	In-School	Out-of-School	Total Youth						
P	articipant Characteristic	cs (%)							
Total	0	161	161						
Age 14-18	0%	48%	48%						
Age 19-21	0%	28%	28%						
Age 22-21	0%	24%	24%						
Female	0%	57%	57%						
Disabled	0%	37%	26%						
HS Student	0%	0%	0%						
HS Dropout	0%	75%	75%						
Limited English	0%	0%	0%						
Math or Reading Level < 9.0	0%	69%	69%						
Offender	0%	0%	0%						
Welfare	0%	11%	11%						
Foster Child	0%	1%	1%						
Homeless/Runaway	0%	5%	5%						
Pregnant/Parenting	0%	21%	21%						
Requires Additional Assistance	0%	5%	5%						
	Enrollments By Activ	ity							
Educ., Trng, & Tutoring	0	146	146						
ABE/GED or Alternative	0	2	2						
Financial Literacy	0	78	78						
Summer Employment Opportunity	0	4	4						
Work Experience/OJT	0	43	43						
Occupational Skills Trng	0	160	160						
Leadership Dev/Community Services	0	138	138						
Mentoring	0	0	0						
Guidance/Comprehensive Counseling	0	146	146						
Other (non program)	0	110	110						
	Exit and Outcome Sumi	mary							
Total Exits YTD	0	62	62						
Entered Employments YTD	0	41	41						
Entered Post-HS Training YTD	0	11	11						
Placed in Employment/Education Rate	0%	84%	84%						
Average Wage	\$0.00	\$11.87	\$11.87						
Degree/Certification	0	52	52						

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

CENTRAL MASS 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
Partic	cipant Characteristics	s (%)	
Total Participants YTD	179	258	124
Female	70%	48%	50%
Age 55 or Over	15%	24%	41%
Less than High School	7%	3%	0%
Limited English	2%	1%	0%
Math or Reading Level < 9.0	12%	5%	5%
Disabled	26%	4%	2%
Cash Welfare	13%	na	na
UI Claimant	na	94%	96%
Offender	1%	0%	0%
Veteran	4%	9%	4%
Single Parent	27%	7%	4%
Low Income	93%	na	11%
Er	nrollments By Activit	y	
Total Program Participants YTD	179	258	56
New Program Enrollments	n Enrollments 110		46
New Training Enrollments	94	110	43
New & Carry-in Training Enrollments	87	196	49
ABE/GED or Equivalent	12	6	10
ESL	1	0	1
Occupational Skills Training	132	193	38
OJT	1	7	0
Other.	31	13	0
Exit	and Outcome Summ	ary	
Total Exits YTD	79	124	7
Entered Employments YTD	66	107	5
Entered Employment Rate at Exit	90%	92%	83%
Average Pre-Wage	na	na	\$34.65
Average (Post) Wage	\$14.64	\$23.29	\$27.29
Wage Retention Rate (post/pre-wage)	na	na	79%
Degree/Certification	87	137	na

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

CENTRAL MA 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 4th 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 4th 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 4th 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 4th 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.