# GREATER NEW BEDFORD WORKFORCE DEVELOPMENT AREA SOUTHEAST REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Greater New Bedford Workforce Development Board, Inc.
Jim Oliveira, 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 56 SECTION III: MEMORANDUM OF UNDERSTANDING METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTESMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 102 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.



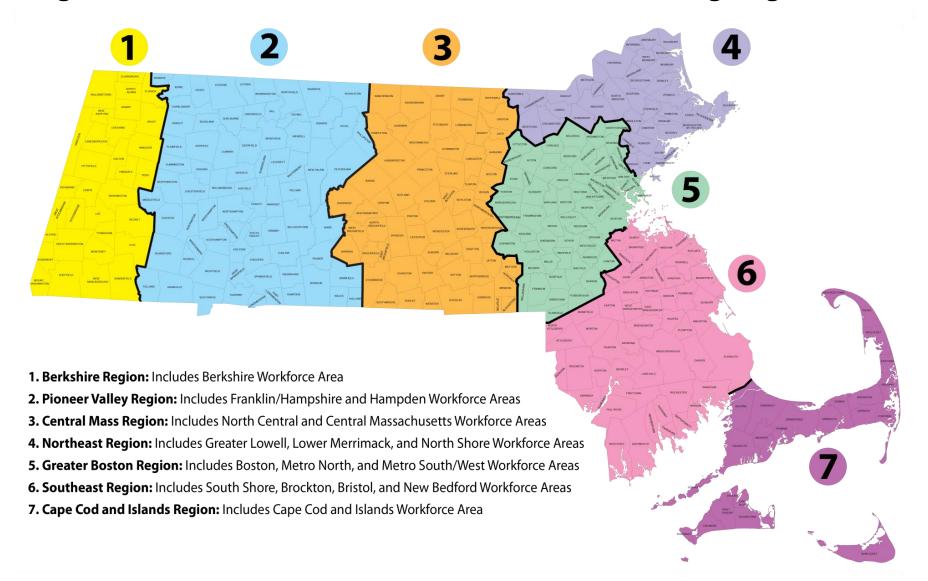


#### Table of Contents

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**



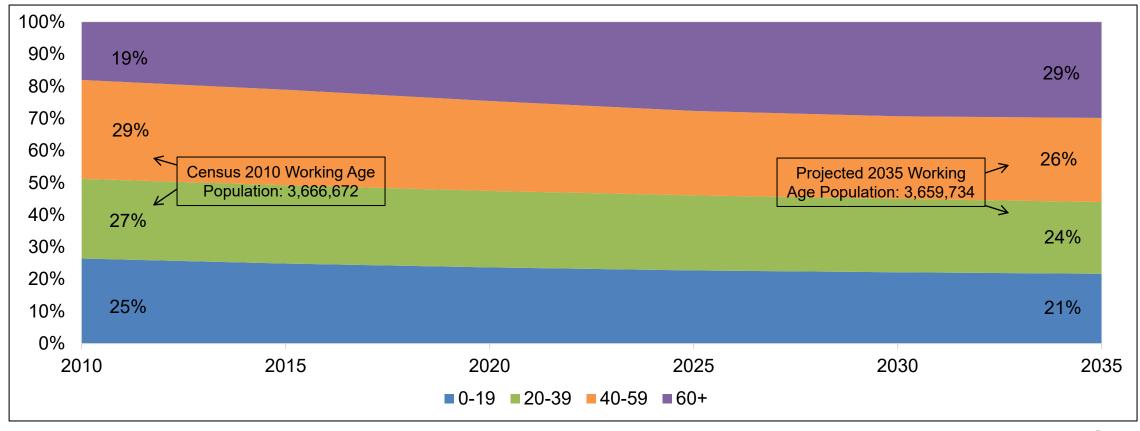
### II. Demographic Context and Overview

- 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

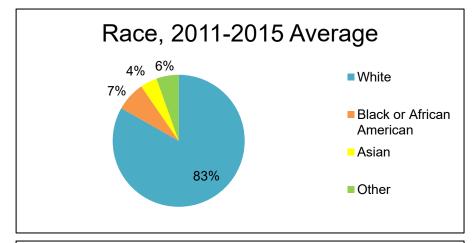
Massachusetts population growth is driven by immigration, and by growth in diverse populations.

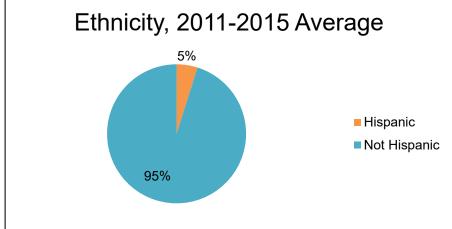
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%	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						

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

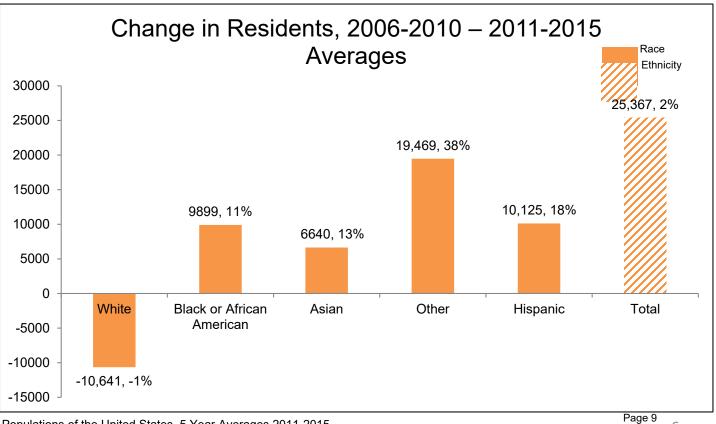
#### Regional Trends, Race/Ethnicity

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



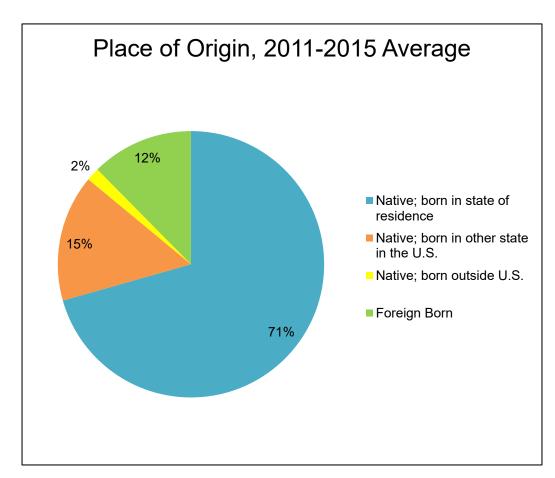


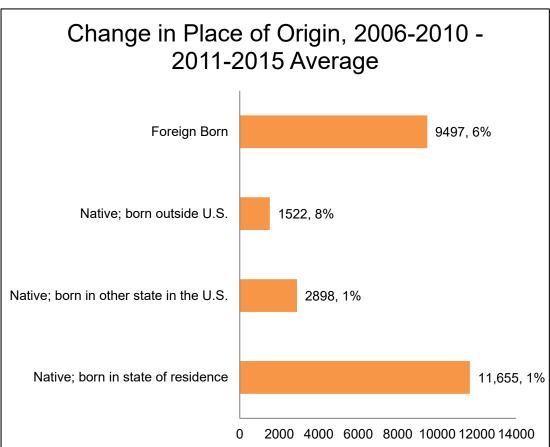
Total Population Estimate: 1,359,366 2011-2015 Average



#### Regional Trends, Place of Origin

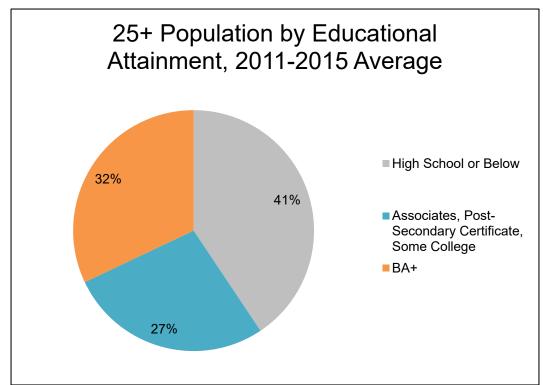
Almost ¾ of Southeast MA was born locally. The share of foreign-born residents has increased by 6% over the past ten years.

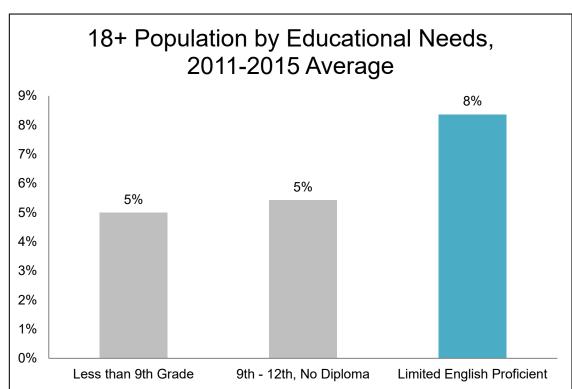




#### Regional Trends, Education

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



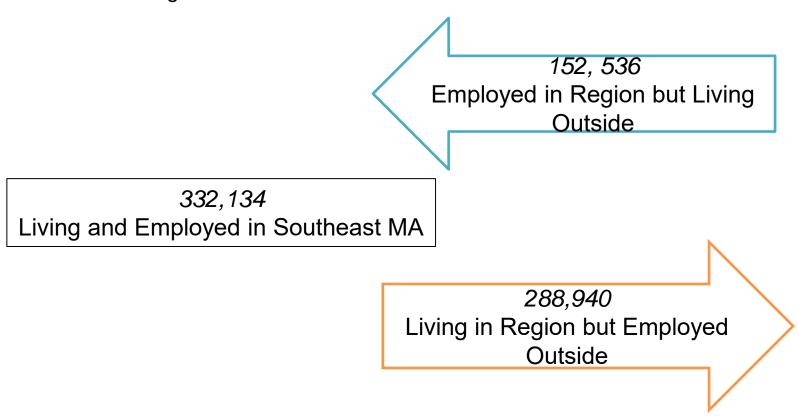


Total Population Estimate, 25+: 940,475

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

#### Regional Commuter Patterns

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



#### Summary of Demographic Trends

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

### III. Employer Demand Data

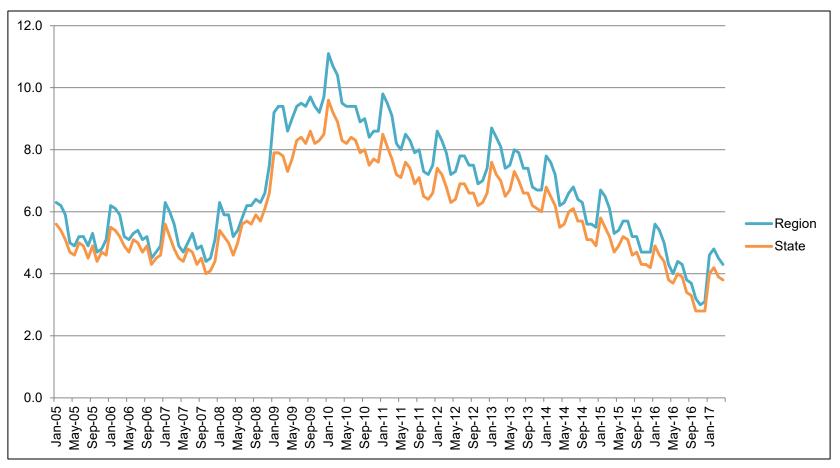
- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

### **Employer Demand Data**

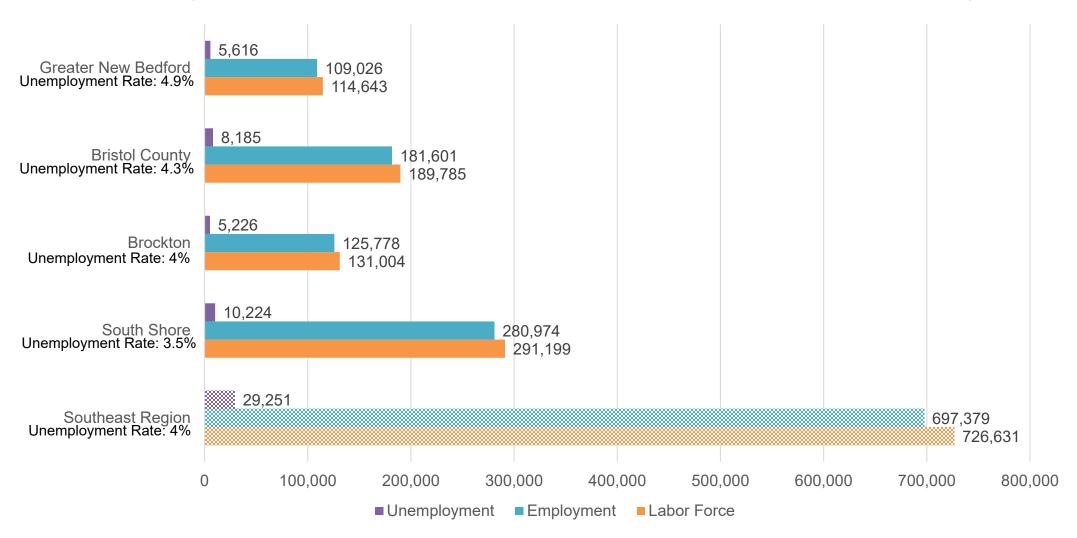
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.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

#### State and Regional Unemployment Rate

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

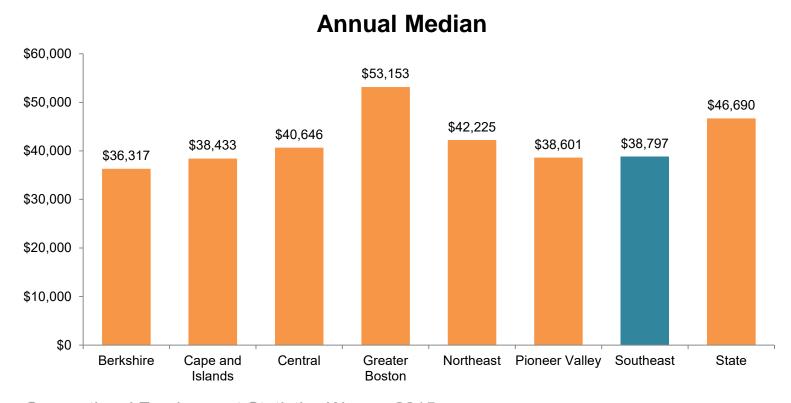


## Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



### Median Wage

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



Occupational Employment Statistics Wages, 2015

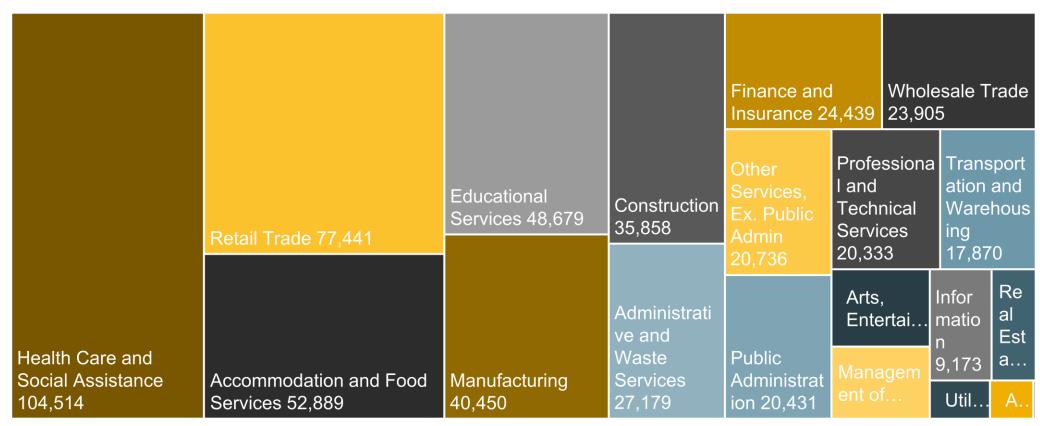
#### B. Industry Overview

## **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

## Southeast Region Sector Makeup

by total employment



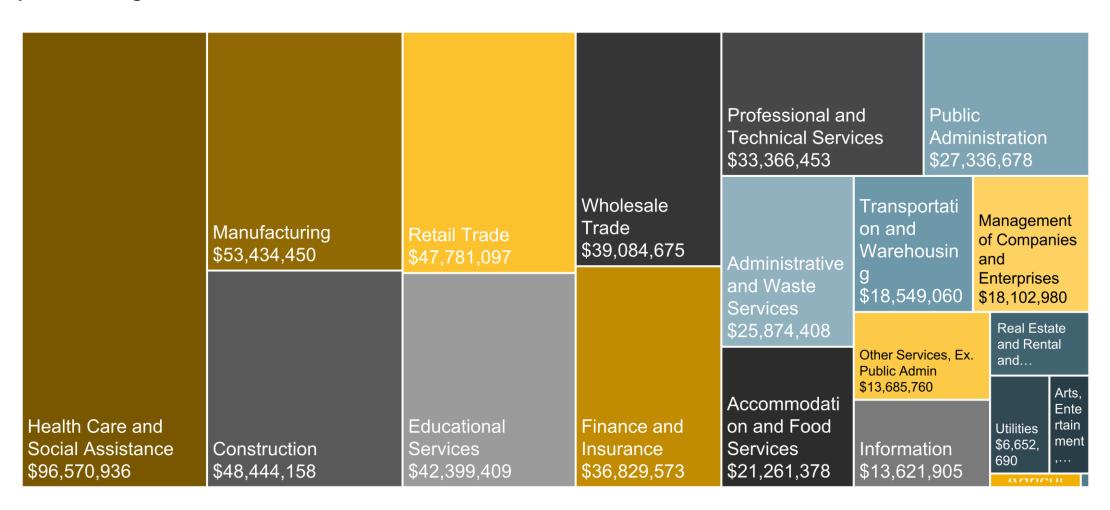
Arts: 10,163

Management: 9,478 Real Estate: 6,547 Utilities: 3,070

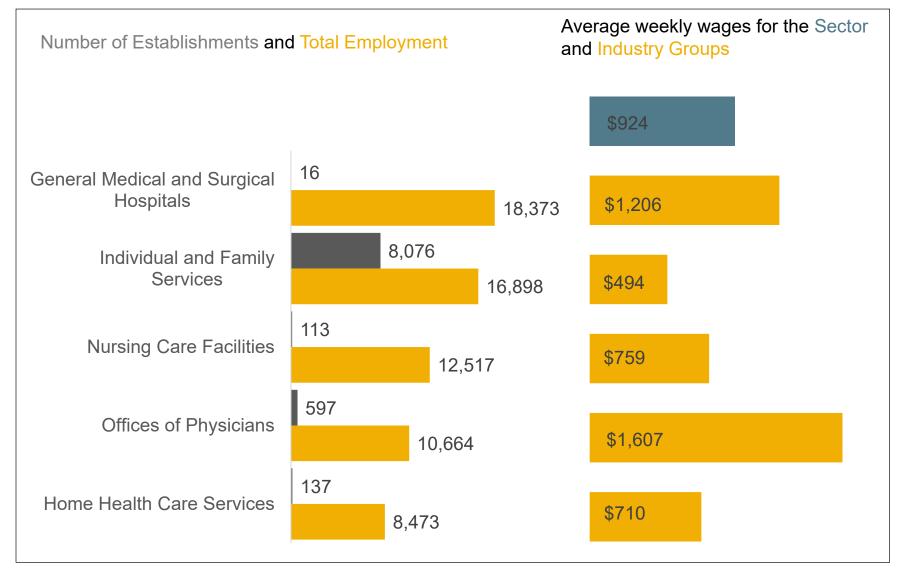
Agriculture: 2,214

## Southeast Region Sector Makeup

by total wages

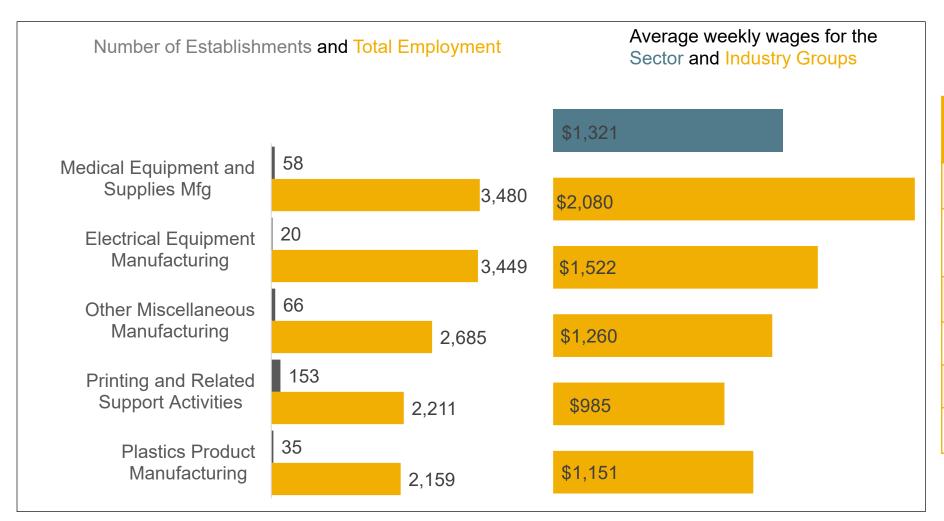


## Health Care Industry Groups



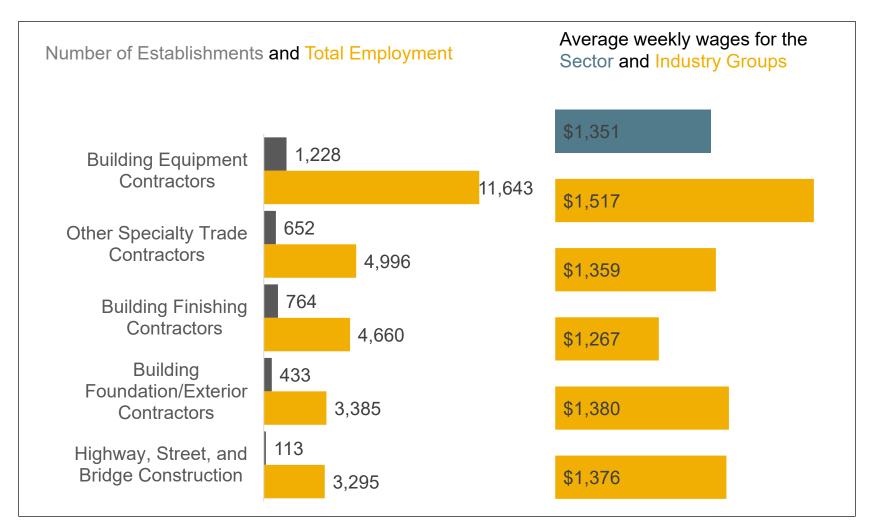
Largest Employe month Job Pos	
Employer	Postings
South Shore Hospital	265
Signature Healthcare	199
Kindred Healthcare	153
Life Care Centers of America	148
Steward Health Care System, LLC	131

## Manufacturing Industry Groups



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

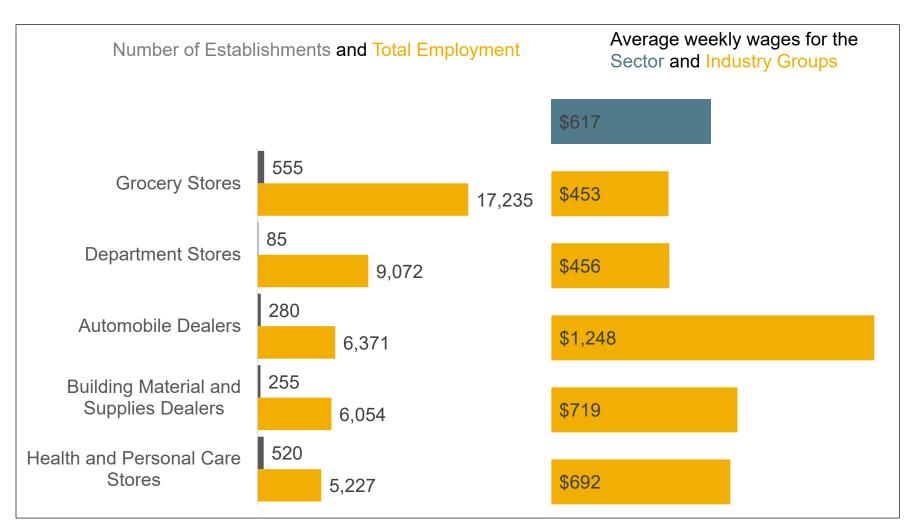
## Construction Industry Groups



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

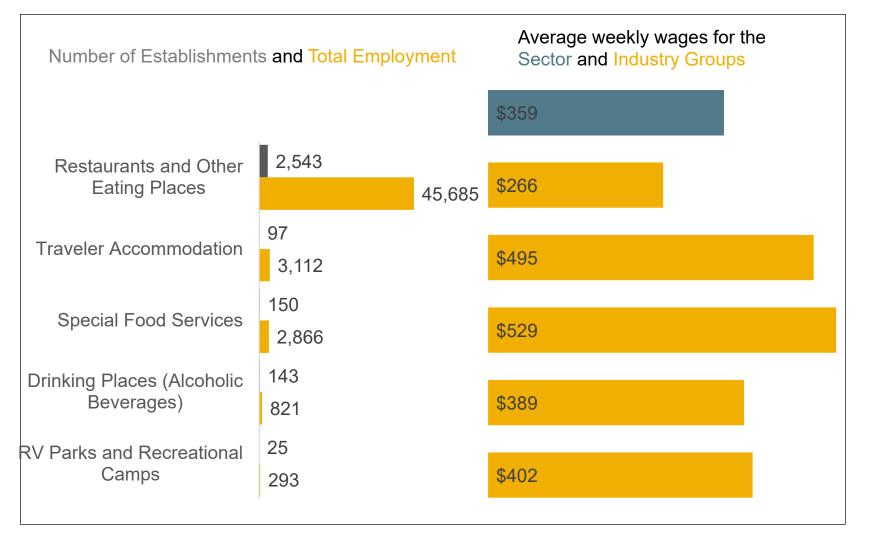
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## Retail Industry Groups



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

### Accommodation Industry Groups



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

#### C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

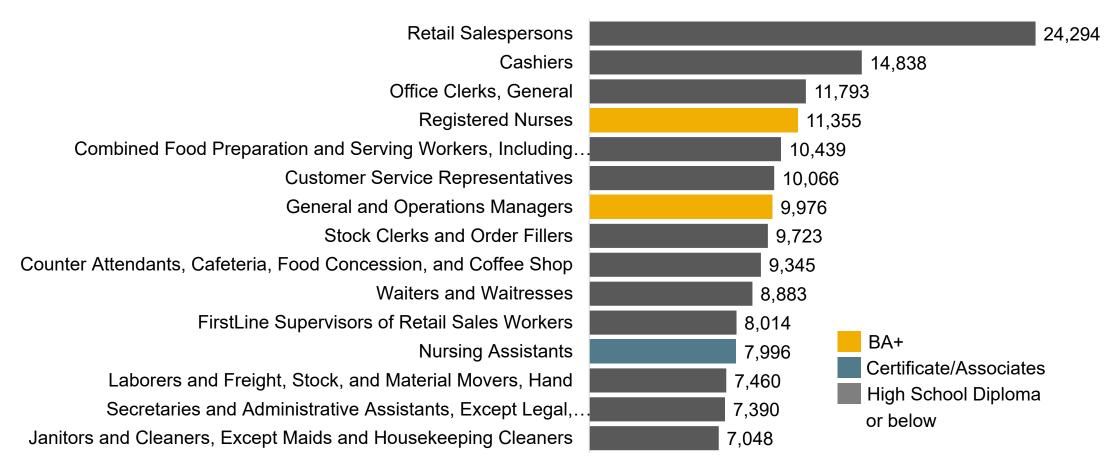
C3. Occupations Indexed by Demand Star Ranking

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

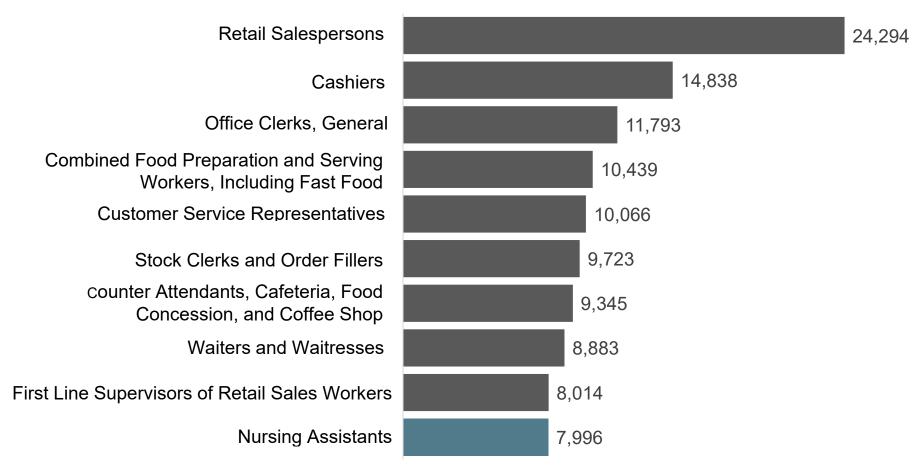
## Occupation Terminology

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

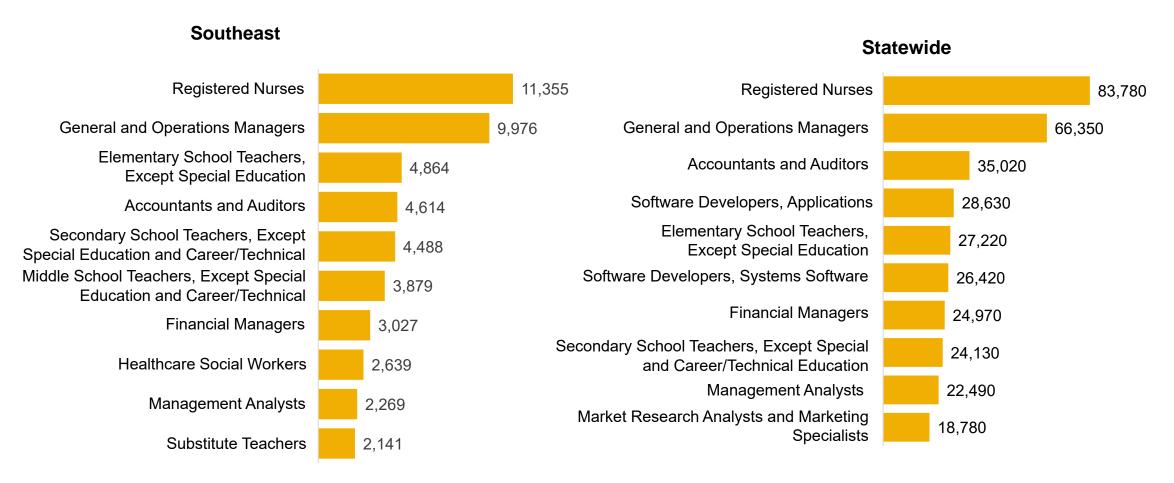
## Top 15 Occupations by Share of Employment, 2015



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



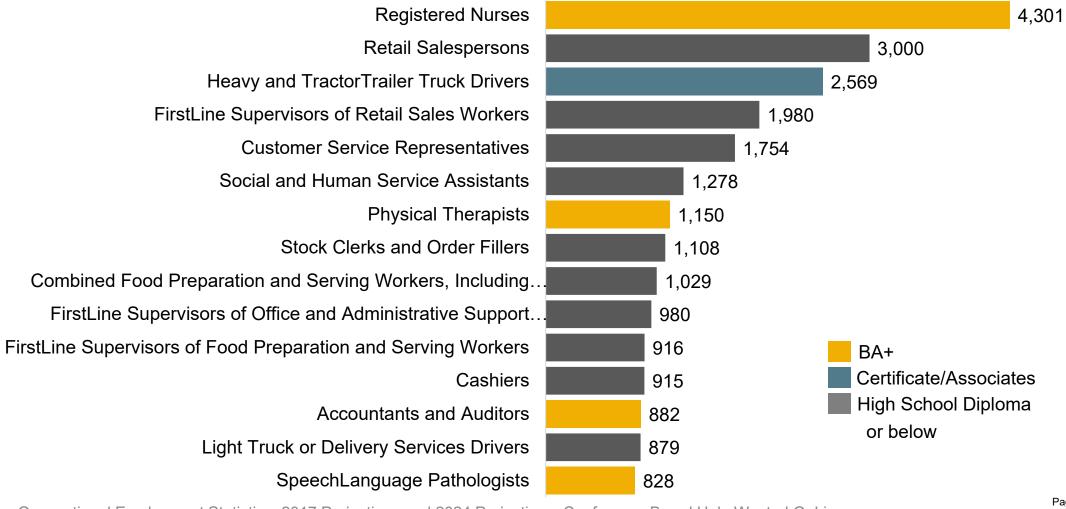
## Top 10 Occupation by Employment Share, 2015, BA+



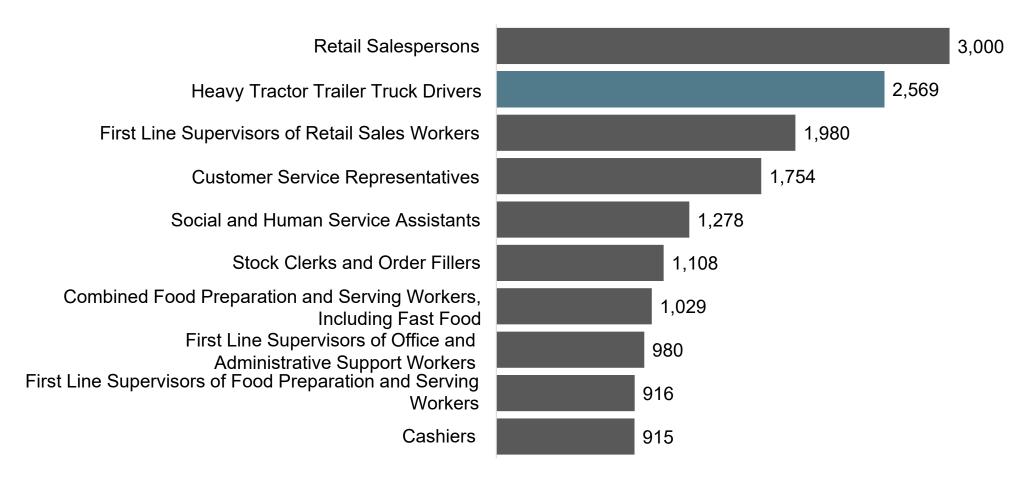
## **Employer Demand Terminology**

•	r a particular occupation, based on surveyed employers
te ac No de ar	nort term openings from replacement and growth (2017), long rm openings from replacement and growth (2024), and divertised online postings, averaged ote: there are many different ways to measure "employer emand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find iddle ground.

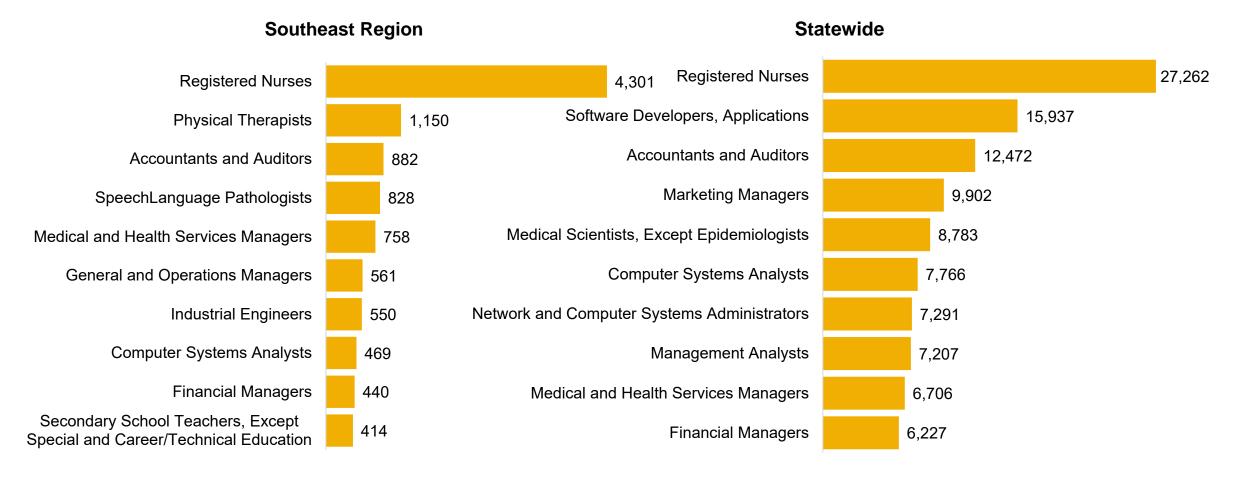
## Top 15 Occupations by Indexed Employer Demand, All Education Levels



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



# Top 10 Occupations Requiring a BA by Indexed Employer Demand



## Terminology

#### Demand Star Ranking

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

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

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

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

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

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

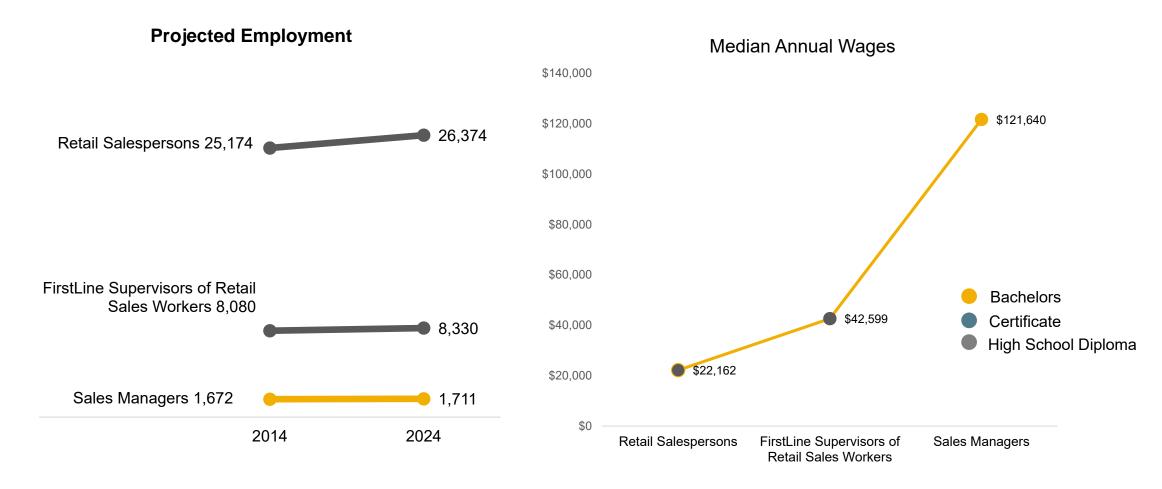
# Selected 5-Star Occupations Requiring a BA+

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

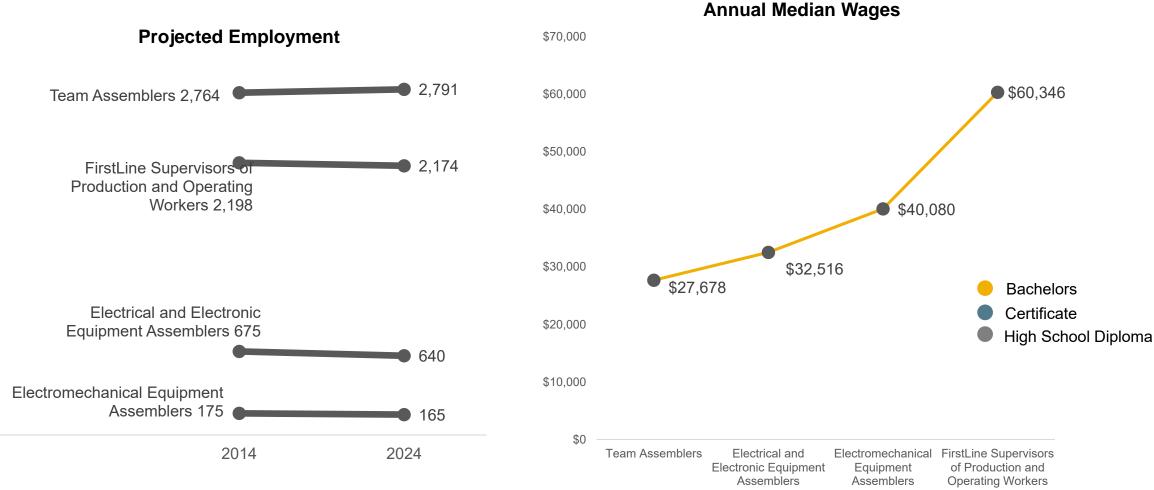
### D. Career Pathways

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

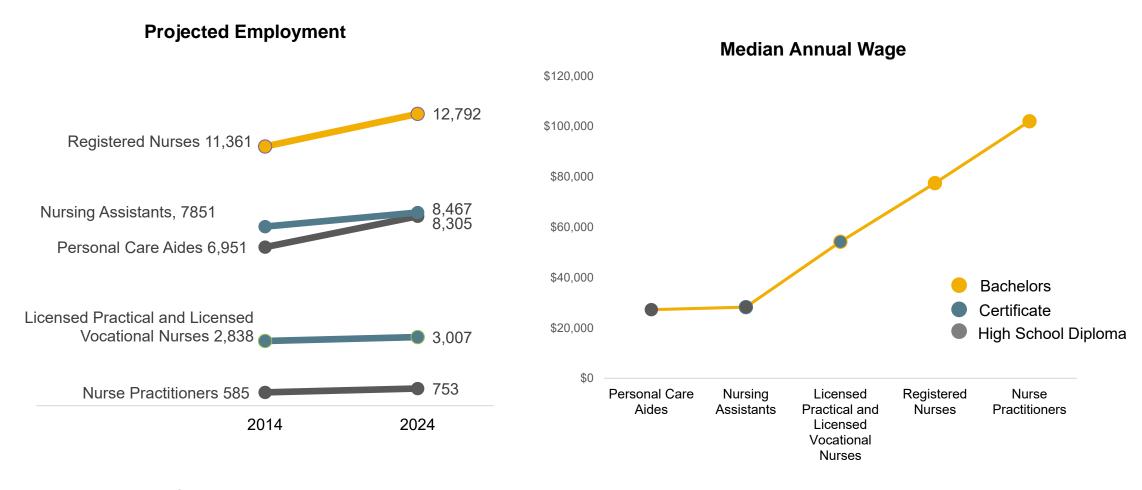
### Retail Career Pathway



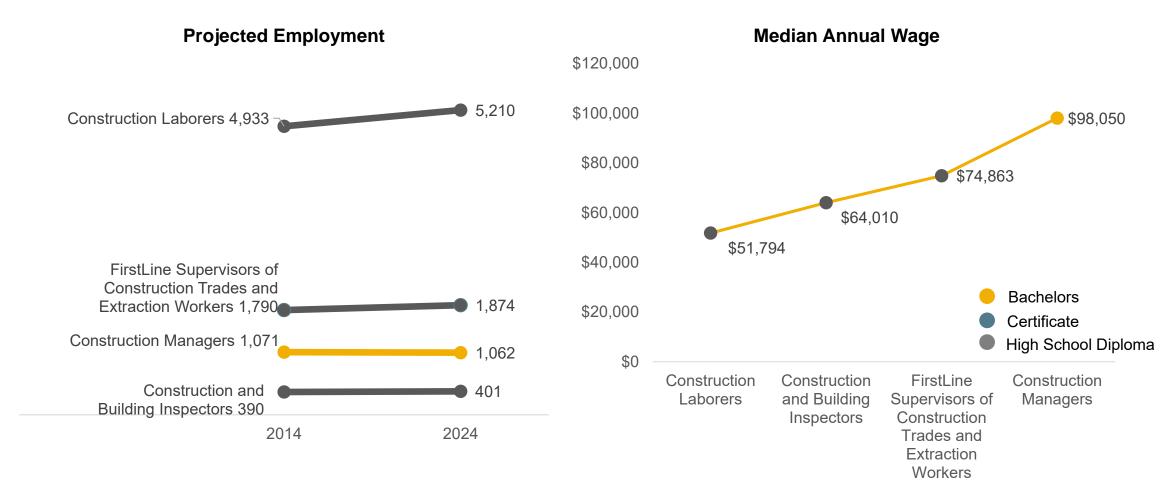
## Manufacturing Career Pathway



## Nursing Career Pathway



### Construction Career Pathway



### Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

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

### Calculating Labor Demand & Labor Supply

#### **Demand**

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

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

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

#### Supply

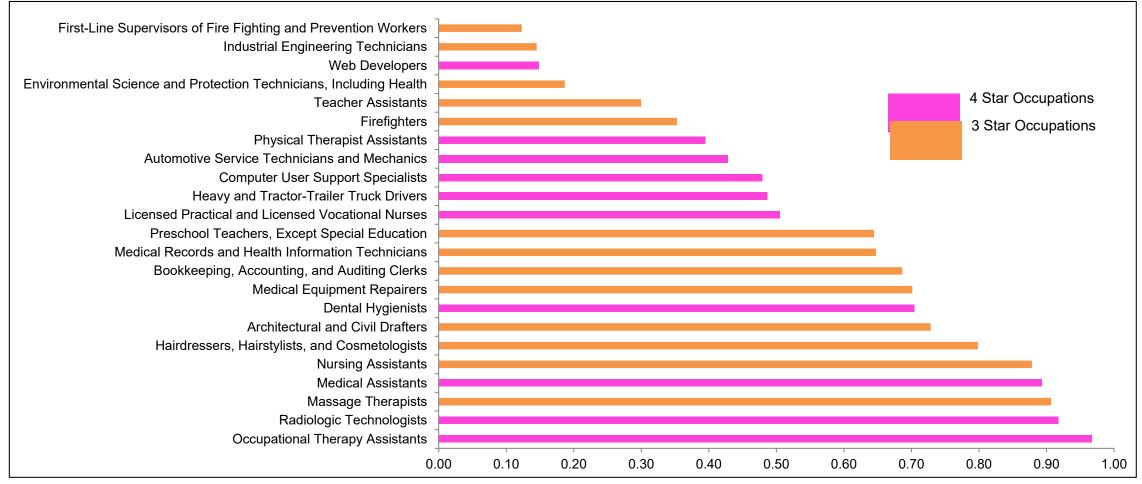
How many qualified individuals are potentially available to fill a relevant job opening?

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

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

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

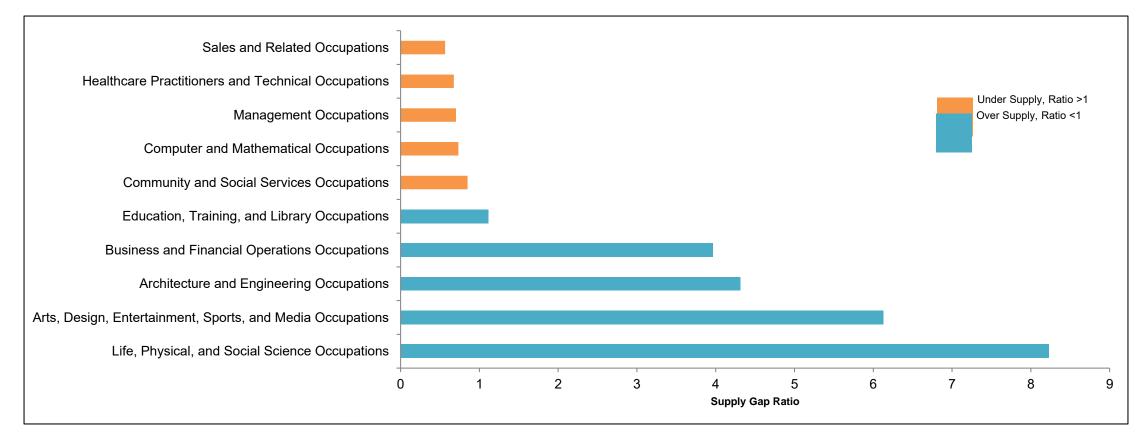
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, transportation, and a number of installation professions face supply gaps.



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

### State Supply Gap Overview: BA Clusters

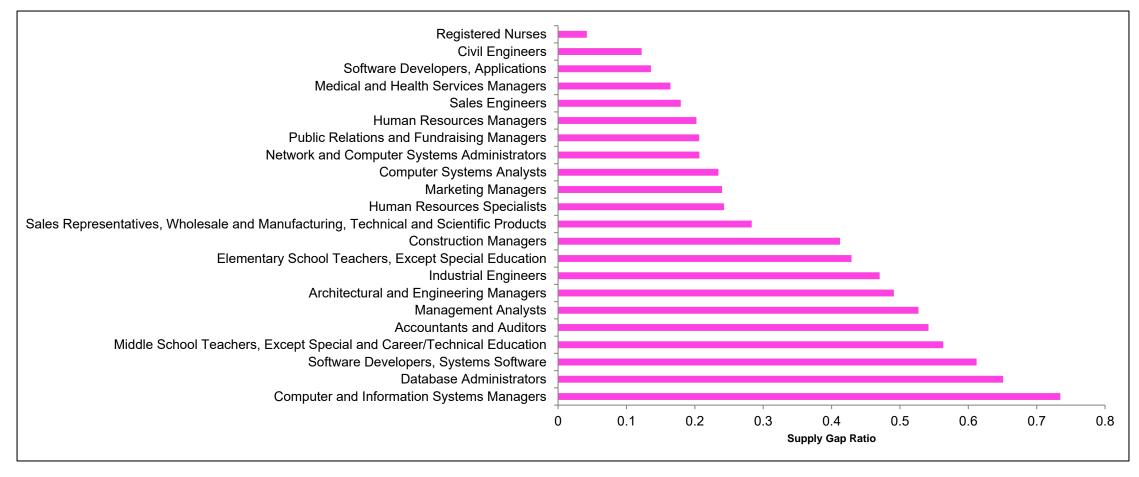
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

### More Openings than Qualified: State BA Occupations

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



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

### **Supply Gap Summary**

Associate's, Some college, Post-secondary Certificate

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

### Bachelor's Degree

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

#### **Greater New Bedford Workforce Investment Board**

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

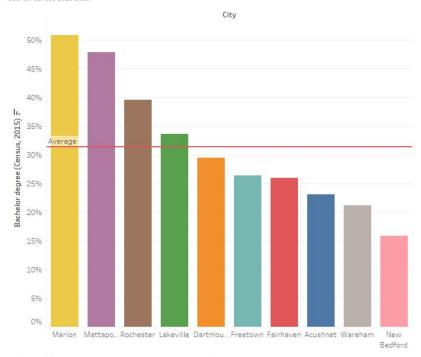
#### 1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

Adult education and literacy activities are a critical part of the local workforce initiatives in the Greater New Bedford and South Coast area of Massachusetts. In our 10 municipality region, the population demographics of five of the municipalities are below the area average of 88% for high school degree attainment (all ages) – Freetown (87%), Fairhaven (86%), Acushnet (83%), Dartmouth (81%), and New Bedford (72%). Two municipalities are below the average High School graduation rate for the area of 84%, Wareham (76%) and New Bedford (60%), both of which exceed the average drop-out rate for the area of 7% (13% and 17% respectively).

Adult literacy is crucial for the area to earn a living wage in the area. For one adult with two children, the living wage in our area is calculated to be \$30.56 per hour, and two adults working with two children the living wage is \$16.59. For a single adult with children to earn \$30.56 per hour, which is a prevalent statistic and characteristic of families in the GNBWIB area, according to Labor Market Information data (EOLWD, 2015; Living Wage Calculator, MIT, 2017) there are zero entry level positions paying the living wage for one adult without a minimum of a high school degree and two children. Of the local position types which pay this wage, the majority require at least a high school degree and then technical training expertise, such as electricians, mechanisms, plumbers, managers and supervisors, operating engineers, or, police officers. For two adults with two children, only one position does not require formal education, bricklayers or brickmason assistants (EOLWD, LMI data, 2015). Thus, adult literacy and education is critical to workforce initiatives by providing adults with access to training and education to meet the demands and requirements of local employer job opportunities. The board aligns workforce investment through a data-driven and person-centered approach, focusing on area employment needs and working developing training and education initiatives to meet these demands, as well as meet the living wage needs of the local population.

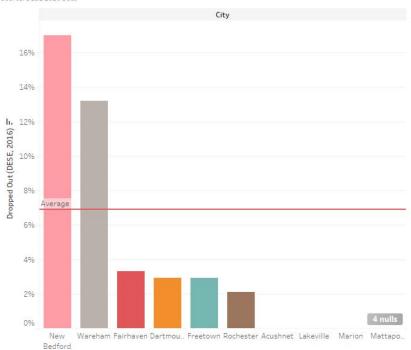
#### GNBWIB Area Education - Bachelor Degree Attainment (All Ages)

\*For drop out and graduation rates, regional school districts include Freetown/Lakeville and Old Rochester (Marion, Mattapoisett, Rochester), Acushnet attends Fairhaven or New Bedford schools) Source: Census 2015 Data



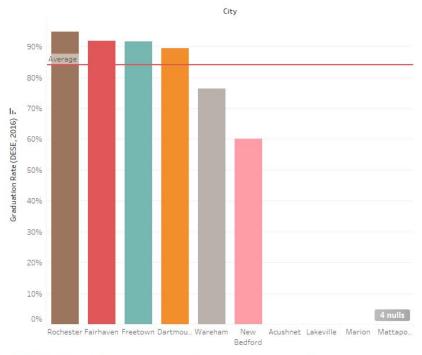
#### GNBWIB Area Education - Drop Out Rates

\*For drop out and graduation rates, regional school districts include Freetown/Lakeville and Old Rochester (Marion, Mattapoisett, Rochester), Acushnet attends Fairhaven or New Bedford schools) Source: DESE 2016 Data



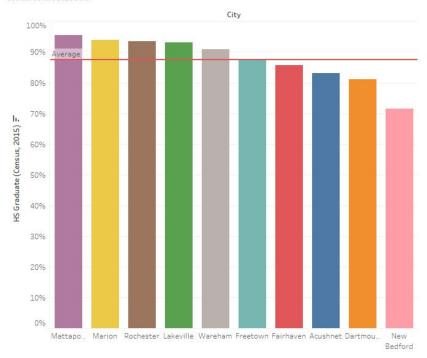
#### GNBWIB Area Education - H.S. 4 Year Graduation Rate (DESE, 2016)

\*For drop out and graduation rates, regional school districts include Freetown/Lakeville and Old Rochester (Marion, Mattapoisett, Rochester), Acushnet attends Fairhaven or New Bedford schools) Source: DESE 2016 Data



#### GNBWIB Area Education - H.S. Degree Attainment (All Ages)

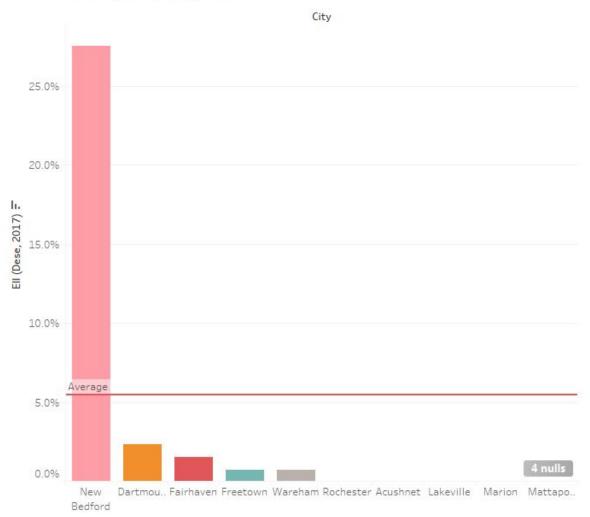
\*For drop out and graduation rates, regional school districts include Freetown/Lakeville and Old Rochester (Marion, Mattapoisett, Rochester), Acushnet attends Fairhaven or New Bedford schools) Source: Census 2015 Data

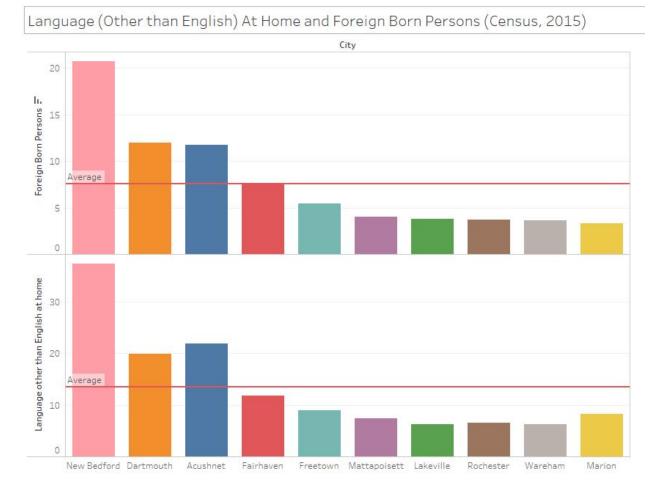


#### 2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

Priority populations are those adults who lack the education and literacy to meet the needs of area employers. As discussed above, several of the municipalities in the region feature demographic characteristics below the average area high school attainment. Of the school population, only one city, has an ELL population well above the area average of 7.7% - New Bedford with 27.5%. The other four school districts are well below the average – Dartmouth (2.3%) Fairhaven (1.5%), Freetown (0.7%), and Wareham, (0.7%) (DESE, 2016). Of the population, three municipalities have demographics above the average for foreign born persons (11.7%) and language other than English at home (13.44%), New Bedford (20.7% and 37.3%), Dartmouth (12% and 19.9%), and Acushnet (11.7% and 21.8%) indicating a need for ELL and supporting services in the GNBWIB area as well.

#### ELL Students (In School) 2016





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

The projected need for related services over the next 2-3 focus on adult education services to fill the gap between the requisite education and skills needed to earn a living wage in the area. The projected need focuses on the available career pathways and employer open jobs in the area. There is a forecast need to focus on the towns with populations below the average for high school education, as well as to provide services for ESOL adults to earn credentials to fill the requisite education and proficiencies for area careers and jobs.

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

The GNBWIB area has identified several career pathways for ABE and ESOL, and other priority populations including careers in the Retail and Hospital sector, Manufacturing, Maritime, Seafood Industry, Construction, and Healthcare sectors. A burgeoning area is in the Wind sector.

#### 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.

GOAL	IMPLEMENTATION STRATEGY	MEASURABLE OUTCOME	IMPACT TO DATE	FUNDING STRATEGY	FUNDS AWARDED
GOAL 1 Align economic, workforce and education systems to coordinate systems based on skill needs in the region.	Develop a coordinated strategic alliance with required Career Center Partners that includes Adult Basic Education providers, Mass Rehab Commission, Dept. of Transitional Assistance, Sr. Community Service Employment Program, Mass Comm for the Blind.	Accomplish a comprehensive MOU with mandated and key partners to address service strategies and alignment of resources.	FY17 Interim MOU in effect agreeing to work on comprehensive document in 3 <sup>rd</sup> quarter for FY18.	Collaborate on grant opportunities with partners as appropriate (i.e. – Integrated Education Training Grant Application with NBPS Adult Ed. Program).	
	Other key partners include Bristol Community College, New Bedford Economic Development Corp., and regional Vocational High Schools.	Compare Strategic Plans and develop aligned workforce goals on an annual basis.	None – working toward implementation for FY18.	Seek to develop collaborative grant applications and determine how to best braid respective funding sources to meet aligned goals.	
	Conduct an annual Performance Measurement review of Career Center activities that align with meeting WIOA performance goals and regional needs.  - Conduct peer to peer meetings with NDS Board of Directors.  - Define Metrics  O Job Seekers O Employers O WDB expectations	WDB ExComm to meet quarterly with OSCC peers.	FY17 Career Center Stats:  - Clients trained - Employed at 2 <sup>nd</sup> & 4 <sup>th</sup> qtrs Wage Impact: Personal Net Aggregate Income ROI: Total Income/Total Training dollars invested Incumbent Workers trained - New and repeat Employer contacts - Job Profiles completed - Pipeline training programs/	Utilize a blend of WIOA Adult & Dislocated Worker Funds that lead to industry credentials to gain employment.	Wage Impact:
		Metrics to inform public on regional workforce progress such as:  - Sustained effort to lower unemployment rate  - Number of job seekers trained (Career Readiness 101)  - Publicize training opportunities for unemployed  - Number of incumbent workers trained  - Publicize training opportunities for incumbent workers trained  - Publicize training opportunities for incumbent workers  - Number of Employers who are utilizing the Career Center  Measure efforts to develop industry sector talent pipeline			

GOAL	IMPLEMENTATION STRATEGY	MEASURABLE OUTCOME	IMPACT TO DATE	FUNDING STRATEGY	FUNDS AWARDED
GOAL 2	Align with State Wide plan for Re-design of	Achieve "no wrong door" entry for	Awaiting state guidance on implementing standardized	Requires a dedicated BSR of both DCS and CC	To be determined via
Increase talent recruitment and hiring	business services model at the One Stop	business entry and all Career Center	tool.	Operator.	annual budget
for business partners through business	Career Center	staff aware of priority sector needs			process.
outreach,		as prescribed by Biz Works and			
candidate referrals, and education and		Demand Driven 2.0			
training activities that match business					
need	Support the local members of Southeastern Massachusetts Advanced Manufacturing Collaborative and add new members over next 4 years that will benefit from a talent	Convene local partners to discuss local needs and establish mutually agreed upon priorities that will increase the talent pipeline. To be	WIB has a \$15k set aside through Mass MEP to provide basic manufacturing skills for local employers.  Nov 2016: EOHED awards WIB \$230,000 to replicate	WCTF* \$1mm available for FY17 projects statewide.  - Apply for at least 1 grant that will total	\$230,000
	pipeline and incumbent worker training need to remain competitive.	accomplished at least semi-annually.	FY16 manufacturing talent pipeline training program that had 80% success rate for employment.	<ul> <li>appx. \$250k to increase the local talent pipeline.</li> <li>HED Middle Skills grant.** \$1mm available for FY17.</li> <li>Use Sector Partnership grant to increase capacity support to Manufacturing employers.</li> <li>Develop a Workforce Training Fund Consortium grant application in 2017.</li> <li>Increase ABE funding allocation by \$100,000 in every Gateway city in Massachusetts.</li> </ul>	\$33,000

GOAL	IMPLEMENTATION STRATEGY	MEASURABLE OUTCOME	IMPACT TO DATE	FUNDING STRATEGY	FUNDS
GOAL 3 Increase credentiali ng and job placement outcomes for individuals,	Convene tri-annual meetings with educational partners to collaborate and inform all parties of WIB initiatives that may require grant writing support, development of training curriculum, and creating internship opportunities to support sectoral initiatives in Healthcare, Hospitality, and Off Shore Wind	Convene additional priority sector partners in steering committee format to determine need to formalize a Collaborative to work with education leaders to develop demand driven curriculum that will meet employer needs and train 100 incumbent workers annually.	Area manufacturing employers have participated in WIB surveys that indicate a need for incumbent worker training	Utilize Workforce Training Fund T.A. and Consortium Grants to provide advanced skills training for workers.	
including individuals with		Develop at least 20 internships annually for high school and college students.	Healthcare Steering Committee to convene in Qtr 3 of FY17.		
barriers to employme nt	Improve job seeker skills through advocacy to increase funding opportunities for Adult Basic Education; HISET attainment and ESOL to be positioned for talent pipeline training opportunities	Lobby the area legislative delegation to increase state budget for ABE	Plan a legislative luncheon with Executive Committee in early Qtr3 of FY17 to make case for workforce supplemental budget line items		
		Decrease number of career center customers that only speak a language other than English by 5% annually with FY18 kickoff.			
		Apply for Rapid Response and National Dislocated Worker Training funds to fund ESOL cohorts from High Liner Foods as well as CNC machinist training for Symmetry Medical workers.	Developed in collaboration with EOLWD - Funds applied for in Qtr 1 of FY17.	Grant applied for and WIB awarded \$180,000 from EOLWD to assist 50 High Liner displaced workers.  Sought additional technical assistance from DCS to apply for NDWG in July – Grant submitted and awarded to assist 130 High Liner and Symmetry Medical Workers for re-training.  Total Award: \$219,393  WIB/NDS share is \$7,600 to assist in recruitment and administration.	\$180,000 \$784,648
	Identify credentials that lead to employability and earn college credit leading to a minimum of Associates to maximum of baccalaureate degree via long term career planning.	Partner aggressively with Bristol Community College to promote 52 week "on-boarding" that will allow for rolling enrollment in class and credit credentials.	BCC has partnered with the WIB and Career Center to train long term unemployed as CNAs in FY17 who will earn HISET and some college credit.	Partnering dependent upon funding sources and designated lead applicants.	\$7,600
	Convene local sector partners to understand credentials required to meet labor demand needs.	Share findings with regional training providers including Regional Vocational schools, Community Colleges and Universities. Find ways to develop new credentials and credit courses to address labor needs.	Have collaborated at several levels to discuss training needs and venues required at Regional Vocational schools, Community Colleges and UMass-Dartmouth.	Support Workforce Capital Skills grant application efforts of Regional Vocational schools.  Nov/Dec 2017 – reviewing and providing letter of support to Old Colony and Greater New Bedford Vocational High Schools for new Machine Operator, Carpentry shops and Robotics lab.	
	As grants opportunities develop, make slots available for job seekers with diverse backgrounds including women, minorities, veterans and disabled.	WIB will make efforts, as need and funding arises, to submit at least 1 training grant application annually to increase talent pipeline in priority sectors likely to include manufacturing, healthcare and retail with Off Shore Wind emerging.	OEHED grant for \$230k now operational for manufacturing pipeline training to serve 24 participants(see Goal 2, Page 2).		
	Compare best practices for enhancement of job seekers possessing multiple barriers to employment (including those who were formerly incarcerated).	WIB to develop position papers on the benefits of hiring job seekers with multiple barriers – especially for those with documented disabilities. This will be accomplished by collaborating with the Mass Rehab Commission; Mass Commission for the Blind, DTA and local non-profits.  Increase number of disabled served by the Career Center by 5% annually beginning in FY18.	Convene and determine the level of commitment by partners to convey message of hidden labor force.	Seek specific state and foundation support available.	
		Develop a plan to assist formerly incarcerated job seekers to increase employment by 5% annually.			

GOAL	IMPLEMENTATION STRATEGY	MEASURABLE OUTCOME	IMPACT TO DATE	FUNDING STRATEGY	FUNDS AWARDED
GOAL 4	Convene local sector partners to	Seek to develop at least 2 new	Currently researching Pharmacy Technician	Utilize WIOA annual budgets	
Increase credentialing and job	understand credentials required to meet	industry recognized credentials	program that provides for industry recognized		
placement outcomes for youth, including youth with barriers to	labor demand needs to hire youth.	leading to jobs in demand in the	credential and labor market demand		
employment		WIB region.			
	Develop Requests for Proposals for	Increase bid responses beyond	Scheduled for late Quarter 3 release in FY17.		
	FY18/19 that require bidders to propose	most recent RFP issued in 2015			
	innovative strategies to assist out of	by 2 additional bidders.			
	school youth in attaining HISET, an				
	Industry Recognized Credential leading to				
	a job or post-secondary education. RFP				
	to include component to assist				
	individuals with documented disabilities.				
	Improve employability and educational	Collaborate with EICC advisory	Planned meetings in December 2016	Advisory members will convene several	
	goals for in school youth that will focus	members of New Bedford High		entities to engage employers including	
	on increasing paid summer internships in	School to develop 75 paid	Comm Corp in current negotiation with NBHS	teachers, SouthCoast Leadership alumni,	
	the region.	internships in the summer of		and local trade associations.	
		FY18 and increase by 50%			
		annually through 2020.		NBHS identifying funds within its budget for	
		, -		implementation.	
		Introduce Commonwealth		·	
		Corporation Signal Success			
		curriculum to all NBHS students			
		to assist in making career choice			
		options.			

#### 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.

# GREATER NEW BEDFORD AREA WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) JOINT PARTNER LOCAL UMBRELLA MEMORANDUM OF UNDERSTANDING (MOU)

Between the
Workforce Innovation and Opportunity Act Partners
and the
Greater New Bedford Workforce Investment Board, Inc.

FOR THE PERIOD OF:

JULY 1, 2017 TO JUNE 30, 2020

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#### FINAL PARTNER MOU WITH SIGNATURES 06.19.2017 DCS requested update

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	/III. SIGNATURES

## WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) JOINT PARTNER LOCAL UMBRELLA MEMORANDUM OF UNDERSTANDING (MOU)

Between the Workforce Innovation and Opportunity Act Partners and the Greater New Bedford Workforce Investment Board, Inc.

#### I. PURPOSE OF THIS MOU

The Workforce Innovation and Opportunity Act of 2014 (codified at 29 U.S.C. 3101 et seq.), hereafter referred to as "WIOA", requires under 20 CFR §678.500 that a Memorandum of Understanding, hereafter referred to as "MOU", is developed and executed between the Local Chief Elected Official (Local CEO), the Local Workforce Development Board - the Greater New Bedford Workforce Investment Board, Inc., hereafter referred to as "WIB", and WIOA-mandated Partners as established by 20 Code of Federal Regulations (CFR) §678.400 and other Partners as described by 20 CFR §678.410 hereafter referred to collectively as "Partner(s)". The purpose is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives of WIOA and establish a Universal Career Pathways System, hereafter referred to as "The System". The process conducted for achieving this MOU is outlined in Attachment D.

This MOU also serves to create the framework for providing services to employers, employees, job seekers, and others needing workforce services, hereafter referred to as "Shared Customers", in the designated local workforce area of Greater New Bedford on the South Coast of Massachusetts, hereafter referred to as the "South Coast". This MOU replaces the interim MOU signed by all parties on June 30, 2016.

The WIB functions as the Local Workforce Development Board (LWDB) throughout the Greater New Bedford designated area of the Commonwealth of Massachusetts. The WIB competitively procures service providers to function as the operators of the Greater New Bedford Career Center, hereafter referred to as "Career Center" as outlined in 20 CFR §678.300, of which the WIOA Required Partners agree to participate in the selection process of One-Stop Operators as required by WIOA, at least once every 4 years. This MOU represents an agreement between the WIB, the Career Center, and all WIOA-mandated Partners to meet compliance with all requirements under WIOA and to execute a data and demand-drive workforce development system in the service area to further support the development of local service strategies to meet the needs of local businesses and job seekers. Non-mandated Partners are defined and are included in this MOU.

Greater New Bedford's One-Stop career delivery system via the Career Center, referred to at the federal level as American Job Centers (AJC), fosters partnerships and provides career-seeker and businesses the services to achieve the key provisions of WIOA and the Commonwealth of Massachusetts Combined Workforce Development Plan: (1) increasing the focus on serving the most vulnerable workers; (2) expanding education and training options; (3) helping disadvantaged and unemployed adults and youth earn while they learn; and (4) aligning planning and accountability policies across core programs.

These objectives will be accomplished by ensuring access to The System a universal career pathways system of high-quality access points that make up the local workforce system. This includes an anticipated shared technology-based portal to allow universal access to the full range

of services available in the community for all career-center related customers seeking, but not limited to, the following:

- Employment in the South Coast region;
- Building basic educational or occupational skills through the Career Center and other
   Partners;
- Earning a postsecondary certificate or degree at local institutions including, but not limited to, Bristol Community College or the University of Massachusetts Dartmouth related to job or career readiness;
- Obtaining guidance on how to make career choices through the Career Center and other Partners; or,
- Access to support systems including, but not limited to, the Massachusetts Rehabilitation
  Commission (MRC), The Massachusetts Commission for the Blind (MCB), Department
  of Unemployment Assistance (DUA), Adult and Community Learning Services (ACLS),
  Department of Transitional Assistance (DTA), Department of Veterans Services, and
  Senior Community Service Employment Program.

#### Mission

To collaborate and provide a seamless and integrated system of workforce, educational, and human services for all Shared Customers in the South Coast service area.

#### Vision

Every individual in our South Coast service area is provided universal access to workforce development resources through The System.

#### **Shared Goals**

- 1. Every eligible, willing, and able Shared Customer will have access to literacy development, vocational counseling, career advising, workforce training and education, job placement services, and job placement assistance;
- 2. The System will be business driven by the needs of employers in our service delivery area;
- 3. All Partners will contribute the appropriate services to The System and its Shared Customers;
- 4. All Partners will contribute to The System and maintain accurate accounting records for related activities and services as appropriate;
- 5. All Partners will provide demand-driven and data informed services to Shared Customers;
- 6. All Partners will be responsible for performance measurement and accountability;
- 7. All Partners will commit to utilizing a shared customer tracking system to gather data and measure outcomes across the workforce development system;
- 8. All Partners agree to engage in consultation and the sharing of best practices, ensuring competent, customer centered services.

#### Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party and go into effect fully executable on July 1, 2017. The term of this MOU shall be for three (3) years commencing on the date of execution by all parties. The MOU will be reviewed not less than once every three (3) years to identify any substantial changes that have occurred.

#### Assurances

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

- Enter into a local MOU with the WIB relating to operation of the workforce development career center system;
- 2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities;
- Define Shared Customers between Partners to create a clear understanding of how
  multiple providers, services and resources should support youth, job seekers, and
  businesses;
- Redesign the Career Center customer flow and service practices across Partner
  agencies, including ensuring the accessibility and availability of services to Shared
  Customers;
- 5. 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;
- 6. Track and evaluate the outcomes for individuals who face barriers to employment;
- 7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners as determined;
- 8. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees;

9. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

#### II. ORGANIZATIONAL STRUCTURE

#### PARTIES TO THE MOU/MANDATED WIOA PARTNERS

The following table represents the federally-mandated WIOA Partners and programs and the non-mandated Partners who have contributed to this agreement and the regional organizations that represent each program: *See Attachment B for Partner Contacts*.

WIOA Mandated Programs	Regional Organization / MOU Partner(s)
WIOA Title I Adult	
WIOA Title I Dislocated Worker	
WIOA Title I Youth	GNBWIB
<ul> <li>WIOA Title III Wagner-Peyser</li> </ul>	Greater New Bedford Career Center
<ul> <li>Veterans' WIOA Program</li> </ul>	DCS
<ul> <li>Unemployment Insurance Compensation</li> </ul>	DUA
Trade Adjustment Assistance Act	
Jobs for Veterans State Grants	
	Bristol Community College
WIOA Title II Adult Education and Literacy	University of Massachusetts Dartmouth
NAME OF THE BOARD AND ADDRESS OF THE STATE O	New Bedford Public Schools
WIOA Title IV Vocational Rehabilitation	MRC, MCB, DCS
Title V Older Americans Act	Casablina Flalanh, Caminasa Ina
	Coastline Elderly Services, Inc. Senior Community Service Employment Program (SCSEP)
	Bristol Community College
Carl Perkins Career and Technical Education Act	University of Massachusetts Dartmouth
	Area High Schools
Housing and Urban Development (HUD)	New Bedford Housing Authority
Native American Programs	n/a
Job Corps	CHP Intl.
Migrant Seasonal Farmworkers (Section 167)	Greater New Bedford Career Center, DCS
Youth Build	PACE
Second Chance Act	Bristol County Sheriff's Office

#### Geographic Area

The geographic area of this MOU encompasses broadly the South Coast region of the Commonwealth of Massachusetts, United States of America. The geographic has a particular focus, but is not limited to, the local workforce development area, termed Greater New Bedford, which encompasses the following cities and towns: Acushnet, Dartmouth, Fairhaven, Freetown, Lakeville, New Bedford, Rochester, Marion, Mattapoisett, and Wareham.

# **Decision Making Model**

The System will execute its activities as a Cooperative model of decision making, whereas each Partner maintains its own programs, services, and related activities, but refers and coordinates services with the broader network of Partners. The System shall have a 13 member committee consisting of at least one member from each mandated partner and one member from each optional partner or their designee as listed in the Partner Contact list in Appendix B.

Working groups will be established through consensus of The System committee as needed.

The System will be facilitated initially by the WIB and elect a facilitator on an annual basis to organize the meeting and set agenda through consensus with The System committee. The facilitator will appoint a record keeper for each meeting.

#### Meetings

The System committee will meet at least one time quarterly during each calendar year with meetings in January, April, July and October. Meeting location, dates, and times will be decided in advance at a previous meeting. Working group meetings shall be held at a location, date, time, and frequency as determined at the quarterly meetings or in subsequent working group meetings.

#### Attendance

Each Partner organization shall send at least one representative or designee to each quarterly meeting.

#### Quorum

A quorum of at least seven (7) of the Partner organization designees is required to conduct a quarterly meeting. A working group quorum shall consist of at least two members.

#### **Special Meetings**

Partners reserve the right to call special meetings with due notice through the Facilitator to all Partners via electronic written communication at least 48 hours in advance. Special meetings can be called on topics related to the WIOA requirements or The System activities.

#### III. PHASES OF MOU DEVELOPMENT

Joint infrastructure funding is critical to establishing the foundation needed for the South Coast Universal Career Pathways System. Therefore, under WIOA each of the mandated Partners as directed to and agreed to by their respective agency administrators must contribute a portion of their funds or in-kind services toward maintaining the system. The shared resources and costs portion of each MOU does not have to be negotiated until the Partners have first addressed their shared customer platforms and services.

#### Phase I and Phase II

The MOU development process will take place in two phases. Phase I of each MOU will address service coordination and collaboration among the Partners. Phase II will address how to functionally and fiscally sustain the unified system described in Phase I through the use of resource sharing and joint infrastructure costs and an anticipated establishment of a shared

technology portal to link the partners and shared customers. Phase II will also include regular Partner meetings to establish:

#### **Phase I: Service Coordination**

For Phase I, WIB is facilitating sessions with all of the mandated and optional Partners in the South Coast service area to develop an agreement or MOU regarding the operations of The System as it relates to shared services and customers. Negotiations take place in accordance with 20 CFR § 678.510. Phase I will be completed no later than June 30, 2017 as outlined in the Interim MOU effective July 1, 2016.

Phase II: Shared Resources and Costs, Shared Technology Portal, and Defining the System
This MOU recognizes ongoing collaboration and input is needed from all Partners. Phase II has
several deliverables to continue to meet expectations and form the system. For Phase II, the
Partners will build upon the agreements established in Phase I and determine how to best support
The System as a service delivery model through the sharing of resources and costs and as defined
in 20 CFR §678.700 through §678.755 and funding of the system as described in 20 CFR
§678.760. During Phase II it is anticipated a shared technology portal will be established related
to dissemination of shared customer information and referrals. Additional items to be discussed,
evaluated, and completed in Phase II as the Partners understand more about expectations under
The System structure include:

- Developing Career Pathway models for specific populations;
- Further defining the shared customer model;

- Detailed descriptions of priority populations and each population's educational and service needs, including differentiations, with input from all Partners;
- Further description of how priority populations will benefit from The System;
- Further development of a person-centered approach for each priority populations including individuals with disabilities, TANF and/or SNAP customers, populations with limited English proficiency, etc.;
- Descriptions and customer flows for continuum of services for each priority population;
- Refinement of the intake, assessment, and referral process for Shared Customers;
- Definition of the Role and Responsibilities of each Partner to support Shared Customers and Priority Populations;
- Detailed maps of Shared Customer flow for each priority population amongst Partners;
- Further description and refinement of continuum of services for businesses in the GNBWIB area based on changes in the Shared Customer flow and services;
- Development of a process for employer engagement amongst the Partners;
- Development of a business services flow chart amongst the Partners outlining roles and responsibilities in regards to devising and implementing strategies to meet large scale business needs in the workforce areas as identified by labor market statistics; and,
- Refinement of information sharing and staff development as The System is more fully developed and put into place.

The WIB will continue to participate and engage in collaborative and good faith negotiations, by fully engaging all Partners, transparently share information, and maintain a shared focus on the needs of local businesses and job seekers. Phase II is anticipated be completed no later than December 31, 2017.

#### IV. THE SYSTEM

The purpose of The System is to bring together workforce development, education, and other human and community services into a seamless, customer-focused network of providers to enhance local customer access. The goal is to improve long-term employment outcomes for individuals receiving assistance. All Partners collaborate, but administer separately funded programs as a set of integrated streamlined services to customers.

The System as a universal workforce delivery system is maintained and structured through the WIB as the lead partner. Partners provide services at individual brick and mortar locations, however, the system is connected through other methods of access and referrals including a to be determined shared technology portal. WIB procures and contracts to operate the One-Stop Career Center which is a key aspect of the universal workforce delivery system which encompasses the Greater New Bedford Region of the South Coast. See *Attachment A – Service Delivery Area*.

#### V. OVERVIEW OF PARTNER RESPONSIBILITIES

The System Partners of this MOU agree to participate in joint planning, plan development, and modification of activities to meet the responsibilities as outlined in 20 CFR § 662.200 through §662.280 and accomplish the following:

• Accessibility of the Partner's applicable service(s) to customers through The System;

- Participation in the operation of The System, including career center operator procurement, consistent with the terms of the MOU and requirements of authorized laws;
- All Partners and staff are adequately cross-trained on the duties of The System
  partnership as a result of their participation in capacity building and staff development
  activities;
- Continuous partnership building; requiring inclusiveness of all Partners involved;
- Continuous planning in response to local, state, and federal requirements;
- Responsiveness to local and economic conditions, including business and employer needs;
- Meet common data collection and reporting needs;
- Involvement in special grant and/or pilot projects that impact a Partner's shared staffing resources.

# Partner Roles and Responsibilities

Each Partner will make available to customers in The System core services and meet their responsibilities as outlined in 20 CFR § 662.230. Each Partner will maintain its own decision-making on their respective programs and service. Each Partner remains as an autonomous agency and maintains its own identity, budget, and responsibility for its actions. Each Partner's role in The System is to refer customers to the broader network for service exploration and delivery, to share data and information across the network, and to maintain a high level of commitment to customers interacting within The System. Each Partner agrees to participate in The System consistent with the terms of this MOU and the required authorizing laws.

#### Co-branding and System Affiliation

Each Partner will include The System branding on any joint products, programs, activities, services, facilities, and materials used by the combined partnership of the system. All Partners will be included on the shared technology portal with a brief description of each Partner's relevant programs and a link to that Partner's contact information. The System development committee will work with each Partner to determine the appropriate usage of Partners' logo, organization description, and/or website link.

#### Financial Contributions (Cash, In Kind, etc.)

Financial Contributions will be made by partners for either infrastructure or service costs, or both related to The System and will satisfy the requirements of § 121 (h) of WIOA for the purposes of funding the one-stop system. The purpose of the financial contributions and funding, which will be established in Phase II, includes, but, is not limited to:

- Maintain The System to meet the needs of the Shared Customers;
- Reduce duplication of services among Partners;
- Improve program effectiveness of Partners;
- Encourage efficient use of information to technology to deliver services:
- Ensure proportionate costs by Partners in The System;
- Support a universal career pathway system in the service area;
- Ensure delivery of services through the one-stop center.

Partners who are co-located, either required or voluntary, will contribute financial contributions of cash, in-kind, etc. to The System including the Career Center infrastructure costs as outlined in 20 CFR § 678.715 and 20 CFR § 678.705. Partners who are mandated to will contribute a proportionate share as outlined in 20 CFR § 678.720. Under 20 CFR § 678.720 of these final

regulations, one-stop partner programs must adhere to the administrative and program cost limitations and requirements to which they are subject.

Partners (or their respective state entity) may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs per 20 CFR § 678.720 (c). If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel), and they must be valued consistent with Uniform Guidance Section 200.306 to ensure they are fairly evaluated and meet the partner's proportionate as dictated under 20 CFR § 678.720. If third-party in-kind contributions are made that support The System as a whole (such as space), that contribution will not count toward a specific partner's proportionate share of infrastructure. Rather, the value of the contribution will be applied to the overall infrastructure costs and thereby reduce the contribution mandated for all Partners. When determining the use of non-cash and in-kind contributions, overall costs must be kept in mind as there must first be enough cash contributions to cover those.

Shared and infrastructure costs will be stablished at the Commonwealth of Massachusetts, or state level and will be reviewed quarterly and reconciled annually.

#### VI. PARTICIPATION EXPECTATIONS

The Greater New Bedford service area must have at least one comprehensive Career Center which provides universal access to the full range of employment services, training and education, employer assistance, etc. and meets the requirements as outlined in 20 CFR § 678.500. The Career Center functions as a physical location where job seekers and employers have access to

the programs, services, and activities of all the mandated Partners as described in 20 CFR § 678.420.

Partner Agreements will address and review and revise the following activities on a regular basis:

- Agreement to participate in the MOU Planning team;
- Develop and maintain a process for sharing information based on labor market data;
- Develop career pathways processes and systems for Youth 16-24, Unemployment
   Insurance Claimants, Low-Skilled and Low-Income Individuals, Adults with Disabilities
   who qualify as a Shared Customer, Veterans, and Businesses.

For a service to be deemed "accessible," a Partner must provide access to that service through *at least one* of the following methods:

- Co-location Program staff from the Partner are physically present at the Career Center for a prescribed period of time or as needed to support the clients they serve.
- Cross information sharing / Customer Referral All pertinent Partner staff are trained to provide information and directions on how to access all programs, services, and activities that may be available to the customer through the Partner organization. The Partner staff can make referrals through an anticipated shared technology portal during the initial assessment phase which is anticipated to be developed in Phase II.
- Direct access through real-time technology Access through two-way communication
  and interaction between customers and the Partners which results in services being
  provided. These include, but are not limited to:
  - Identification of a single point of contact for service delivery at the Partner's program;
  - o Email or phone calls between Partners and customers;

o Shared technology portal: an anticipated Phase II cloud-based web portal and assessment tool linking all of the Partners.

#### **Methods for Referring Customers**

The referral process includes a commitment for all parties of the MOU to implement processes for the referral of customers to services that are not provided on-site. At a minimum, the referral process between the parties of this MOU will:

- Have a customer-centered intake and referral process which is provided by staff trained in customer service;
- Ensure that general information regarding related programs, services, activities and resources shall be made available to all customers as appropriate;
- Will process customer referrals through a shared technology portal (after development in Phase II) or through traditional correspondence, verbally, or through other means determined in cooperation with Partners and operators;
- Link each Partner with other Partner staff that can provide meaningful information or service, through the use of colocation, cross-training, or real-time technology that results in services needed by the customer;
- Share information and ensure that all mandated Partners and optional Partners as appropriate are informed and engaged in The System alignment activities.

See Attachment C for the referral process and universal career pathways system process

#### Access for Individuals with Barriers to Employment

All Partners agree to prioritize services as outlined under WIOA. Under WIOA, the term "individual with a barrier to employment" is defined, but not limited to, a member of one or more of the following populations:

- Displaced homemakers;
- Low-income individuals;
- Indians, Alaska Natives, and Native Hawaiians;
- Individuals with disabilities, including youth who are individuals with disabilities;
- Older individuals;
- Ex-offenders;
- Homeless individuals or homeless children and youth;
- Youth who are in or have aged out of the foster care system;
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
- Eligible migrant and seasonal farm workers;
- Individuals within 2 years of exhausting lifetime eligibility (for TANF);
- Single parents (including single pregnant women);
- Long-term unemployed individuals;
- Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA Adult program eligibility criteria and meet the criteria under WIOA § 134(c)(3)(E);

 Other groups determined to have barriers to employment (e.g. as identified by the Governor).

Partners commit to offering priority for services within the parameters of their operations to recipients of public assistance, other low-income individuals, or individuals who are basic-skills deficient, when providing individualized career services and training services with WIOA Adult funds. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the Dislocated Worker population.

#### Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making information exchange possible, including customer tracking, common case management, reporting, and data collection. The Partners engaged in this local MOU advocate for the development of a shared technology portal and to explore the use of the Massachusetts Department of Revenue Wage Reporting System and its data as a technology tool to provide some of the required data to meet performance metrics established under WIOA.

To support the use of these tools, each Partner agrees to the following:

- Comply with the applicable provisions of WIOA and any other appropriate statutes or requirements;
- Comply with the principles of common reporting and shared information through electronic mechanisms, including shared technology:

- Share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of the relevant customers or Partners (e.g. applications, eligibility
  and referral records, or any other individual records related to services provided under
  this MOU) in the strictest confidence, and use them solely for purposes directly related to
  such services;
- Develop technological enhancements that allow interfaces of common information needs as appropriate;
- Understand that system security provisions shall be agreed upon by all Partners.

### **Metrics Collective Impact Statement and Assessment**

The Partners will contribute to a shared set of metrics collaboratively developed in Phase II of the MOU process to analyze, assess, and make strategic decision for The System and its outcomes, as detailed under 20 CFR § 666.300. The Partners will engage in a design, develop, and deploy process for developing metrics for collective impact in Phase II.

# VII. ATTACHMENTS

- A. Service Delivery Area
- B. WIOA MOU Partner Contact List
- C. Referral and System Pathway
- D. MOU Process Description
- E. DUA PROVISIONS
- F. MRC PROVISIONS

#### ATTACHMENT A – SERVICE DELIVERY AREA

# **GREATER NEW BEDFORD WORKFORCE SERVICE DELIVERY AREA**

Acushnet • Dartmouth • Fairhaven • Freetown • Lakeville • Marion

Mattapoisett • New Bedford • Rochester • Wareham



#### ATTACHMENT B – MOU PARTNER LIST (ALPHABETICAL ORDER)

Anne-Marie Beck
Director
Department of Transitional Assistance
Anne-marie.beck@state.ma.us

Julie Boren, Regional Director MA Commission for the Blind Julie.boren@state.ma.us

Beth Costa
Department of Career Services
beth.costa@state.ma.us

Brenda Francis, Director, Career Center Operator New Directions Southcoast, Inc. bfrancis@newbedfordcc.org

Richard Jeffers, Director Department of Unemployment Assistance Richard.Jeffers@state.ma.us

Bernice Jensen, Director Adult/Continuing Education New Bedford Public Schools bjensen@newbedfordschools.org

Lisa Jochim, Director UMass Dartmouth Worker's Ed Program <u>ljochim@umassd.edu</u> Jonathan F. Mitchell, Mayor, New Bedford Chief Elected Official Mayor.Mitchell@newbedford-ma.gov

Karyl Ryan, SCSEP Project Manager Coastline Elderly Services, Inc. kryan@coastlinenb.org

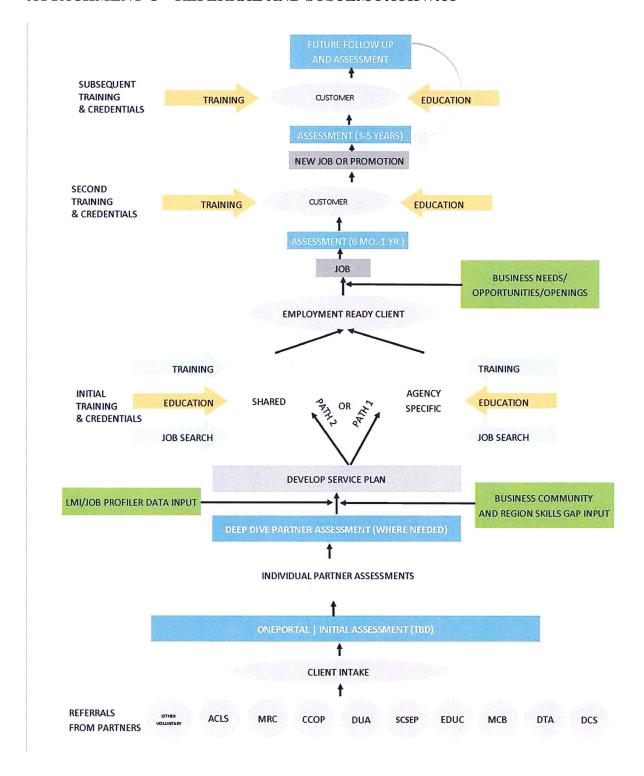
Anthony Sapienza, Chair Board of Directors GNBWIB, Inc.

<u>Anthony.sapienza@josephabboud.com</u>

Dr. John J. Sbrega, President Bristol Community College president@bristolcc.edu

David Sykes, Area Director
MA Rehabilitation Commission
David.sykes@massmail.state.ma.us

#### ATTACHMENT C - REFERRAL AND SYSTEM PATHWAY



#### ATTACHMENT D - MOU PROCESS DESCRIPTION

#### MOU Development Core Team Meeting #1

January 10, 2017, 1:00p.m. - 3:00p.m.

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

Desired Outcomes: By the end of the meeting, we will:

- · Review an MOU template- sent via email to you
- Have an understanding of what is expected of the team in completion of the MOU
- Decide whether or not we need a strategic planning session to establish a shared vision, mission, goals and strategies
- Review of possible work plans for the team
- Review an Asset Map Worksheet to be completed by the partners present for discussion content for our next meeting (TBD by the team)
- See what an example completed MOU template will resemble San Diego Workforce
- Review of the possible agenda for next meeting Introduction to Element One Defining roles and responsibilities of all Partners, completing a matrix of roles and responsibilities, taking an MOU inventory

AGENDA ITEM	PURPOSE/ACTION	TIME	ESSENTIAL QUESTIONS/DISCUSSION
Welcome & Agenda Review	To welcome group and give outline of goals for this meeting	1:00pm	What do you hope to get out of this meeting?
Introductions & Brief Description of Agency Represented	To listen for any possible overlapping services that will shine the light on how the MOU will redefine services making workflows more effective and non-duplicative		What have you read or heard about the MOU that you want to learn more about?
Template Review	<ul> <li>For all attending partner awareness of what the completed template content must contain</li> </ul>		• Do you see these mandated partnerships as an improvement in the way we now provide services to job seekers and employers alike?
	<ul> <li>In looking at the template, share two –three changes that think will make service delivery flows more meaningful to the job seeker/employers</li> </ul>		<ul> <li>How can we foresee workflow of services changing?</li> <li>What do we see as shared costs and how do we define a shared client?</li> </ul>
Considerations	<ul> <li>For all team members to understand the possible work and discussion before us once we establish a shared vision and goals</li> <li>Establish a Shared Vision, Mission, Goals, and Strategies</li> </ul>		<ul> <li>What will be the role of education partners K12 – post secondary?</li> <li>How will we do this – do we need a separate strategic planning session for this effort?</li> <li>Discuss inviting other relevant partners to future meetings. What are some suggestions?</li> </ul>
Closing	Review and distribution of the Asset Map Worksheet for next meeting discussion as a prerequisite for defining roles and responsibilities	2:45pm	<ul> <li>This will help us to better understand the core elements of each partner's work and develop a systematic framework that can complement everyone's goals.</li> <li>For a complete Career Pathways Toolkit visit <a href="https://www.workforceGPS.org">www.workforceGPS.org</a>. Either sign up or login.</li> </ul>
Thank-you & Adjourn		2:55pm	

#### MOU Development Core Team Meeting #2

January 24, 2017, 1:00p.m. - 3:00p.m.

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### Desired Outcomes:

- Review the Introduction to Element One Build Cross-Agency Partnerships and Clarify Roles
- Review Partner Asset Map Worksheets (PAMW) distributed at meeting #1
- Review and complete a Matrix of Roles and Responsibilities (R&R) 1.3a
- Review and complete an MOU Template/Inventory 1.4a

<ul><li>Share t</li></ul>	Share thoughts about the example MOU of the San Diego Workforce						
AGENDA ITEM	PURPOSE/ACTION	TIME	ESSENTIAL QUESTIONS/DISCUSSION				
Welcome & Agenda Review	<ul> <li>To welcome group to our 2<sup>nd</sup> meeting and give outline of goals for this meeting</li> </ul>		There is much more work to do, cover and discuss. The Career Pathway Guidance is intended to "guide" and 'drive" these discussions. It is the WDB's intention to keep as simple and possible yet cover all areas of importance. It is estimated that this will take many months of preparation and understanding.				
Review of Intro to Element One	<ul> <li>Establish a shared vision, mission and set of goals</li> <li>Clarify roles and responsibilities of partners</li> <li>Establish a plan as to how &amp; when we will choose employers to participate in the MOU process</li> </ul>		<ul> <li>What will be our shared vision, mission and set of goals?</li> <li>Must be consistent with the State's Unified or Combined</li> <li>Plan? Can begin to discuss in this meeting or create individual suggestions for Meeting #3 discussion.</li> <li>Guidance at this point calls for employer involvement because Element Two is about Identifying Industry Sectors and Engaging Employers.</li> </ul>				
	<ul> <li>Allows partners to know what each public and private agency can provide to achieve career goals for all populations</li> </ul>		Do all partners understand "Career Pathways" to be able to embed them in their individual strategic plans/goals/strategies that will flow into new and existing policies to support bathways?  Suggestion is for all team members to load to their desktops or print out and review bringing questions, comments and suggestions to all meetings.				
a Matrix of R&R 1.3a	<ul> <li>Mapping will facilitate the following questions (hand-out #1) that will in turn assist in the completion of the matrix</li> <li>Distribute Matrix worksheet 1.3a (hand-out #2)</li> </ul>	2:15pm	This can be done in a group or individually, what is the preference of the team?  Matrix notes what the agency is responsible for and must further define the action.				
MOU 1.4a Templ ate/Inventory	<ul> <li>Provides us with a sense for how the team thinks we are progressing and the priorities of the MOU</li> <li>Distribute Template 1.4a (hand-out #3)</li> </ul>	2:30pm	This can be done in a group or individually, what is the preference of the team?				
San Diego MOU Sample	Share thoughts about content for use	2:45pm	Was the sample useful? Is there content we should adapt? What are some partner suggestions? The agenda for the next meeting will be driven by the 'Career Pathway" guide using Element Two as noted above hand-out #4 copy of TEN25-16)				
Thank-you & Adjourn	<ul> <li>Next Meeting Tuesday February 7, 2017</li> </ul>	2:55pm	Please load your documents to our drop box folder or email them to <a href="mailto:Dramos@gnbwib.org">Dramos@gnbwib.org</a>				

#### **MOU Development Core Team Meeting #3**

February 14, 2017, 1:00pm - 3:00pm

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### Desired Outcomes:

- Review the compiled data Partner Contact & Asset Map Worksheets
- Review and complete an MOU Template/Inventory 1.4a
- Review the finer points of Element Two Identify Industry Sectors and Engage Employers

AGENDA ITEM	PURPOSE/ACTION	TIME	ESSENTIAL QUESTIONS/DISCUSSION
Welcome & Agenda Review	<ul> <li>Welcome group &amp; new introductions to our 3<sup>nd</sup> meeting</li> <li>Review outline goals for this meeting</li> </ul>	1:00pm	
Compiled Data	Review and share completed docs	1:05pm	Is the form completed to everyone's satisfaction     Should there be other agencies added
Agreement of Our Shared Vision	Establish a shared vision, mission and set of goals	1:15pm	• What will be our shared vision, mission and set of goals? Must be consistent with the State's Unified or Combined Plan?
	<ul> <li>Provides us with a sense for how the team thinks we are progressing and the priorities of the MOU</li> <li>Send Template 1.4a to core team electronically before 3<sup>rd</sup> meeting w/agenda</li> </ul>	1:30pm	Familiarize yourselves with the document and prepare for discussion?
Two	Guidance at this point calls for employer involvement because Element Two is about Identifying Industry Sectors and Engaging Employers     Identify sector strategies as an approach to employer engagement and career pathways     Sector strategies are a proven framework for addressing skill gaps and engaging industry in education and training     Is a required element for regional planning     Gives clear direction to the Career Center operator regarding targeted service and training resources     Develops linkages with employers to encourage them to use the system and support AJC local talent development needs		Establish a plan as to how & when we will choose employers to participate in the MOU process  Should it be the greatest anchors in our area i.e. Southcoast Hospital's Group, UMass Dartmouth, Hawthorn Medical and other medical centers, our school system comprised of private and community, religious and cultural institutions, military bases (although not many around here), utility companies, network and cable companies as well banking institutions  What will be the role of the employers
	<ul> <li>Target sectors are identified using the most current LMI data</li> <li>Share some data with that is used to drive the workforce development system and the WDB's strategic plan</li> </ul>	2:45pm	Provide some examples of data/charts (hand-outs)  Share 3 reports electronically with the group  Economic Challenges Facing New Bedford - September 2016  MA Workforce & Labor Review - October 2016  The Young Adult Labor Force in MA - November 2016
Thank-you & Adjourn	Next Meeting Tuesday February 7, 2017	2:55pm	<ul> <li>Please continue to load your documents to our drop box folder or email them to <u>Dramos@gnbwib.org</u></li> </ul>

#### **MOU Development Core Partner Meeting #4**

March 14, 2017, 1:00pm - 3:00pm

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### **Desired Outcomes**

- 1. Draft MOU discussion and updates
- 2. Updates on business partnership activities

TIME	AGENDA ITEM	FACILITATOR	PURPOSE/ACTION	ESSENTIAL QUESTIONS/DISCUSSION
1:00 p.m.	Welcome & Agenda Review	J. Oliveira	Welcome group     New introductions to our 4TH meeting     Review meeting goals	
1:10 p.m.	Review DRAFT MOU	J. Oliveira	<ul> <li>Draft MOU for partnership review</li> <li>MOU required to be completed and active no later than 7/1/2017</li> </ul>	Review changes submitted to the MOU     Send any changes (track changes preferred) via Dropbox or email
2:30 p.m.	Element Two: Business	J. Oliveira	<ul> <li>Update on Business survey action</li> </ul>	<ol> <li>Draft Survey to be sent to local HR council, posted on web and social media</li> <li>Results to be shared at 4/11/2017 meeting</li> </ol>
2:40 p.m.	THREE: Design Education and Training Programs	J. Oliveira	<ul> <li>Component 3.1-3.10</li> <li>Identify/Modify education and training delivery including response capabilities, delivery mechanisms</li> </ul>	Already started in 2016, meetings documented
2:50 p.m.	Review Upcoming Meetings	J. Oliveira	<ul> <li>Review future meeting agenda topics and outcomes</li> </ul>	Review page 2
2:55 p.m.	Thank-you & Adjourn	J. Oliveira	<ul> <li>Next Meeting</li> <li>Tuesday March 14, 2017</li> </ul>	<ul> <li>Please continue to load your documents to our drop box older or email them to <a href="mailto:kcripps@gnbwib.org">kcripps@gnbwib.org</a></li> </ul>

#### **MOU Development Core Partner Meeting #5**

March 28, 2017, 1:00pm – 3:00pm

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### **Desired Outcomes**

- 1. First All Partner in person review of MOU
- 2. Understand meeting strategies and outcomes through 6/30/2017

TIME	AGENDA ITEM	FACILITATOR	PURPOSE/ACTION	ESSENTIAL OLIESTIONS/DISCUSSION
1:00 p.m.	Welcome & Agenda Review	J. Oliveira	Welcome group     New introductions to our 5 <sup>th</sup> meeting	ESSENTIAL QUESTIONS/DISCUSSION
1:10 p.m.	Review DRAFT MOU	J. Oliveira	<ul> <li>Draft MOU for partnership</li> <li>MOU required to be</li> </ul>	Review the draft MOU and prepare for discussion at next meeting     Send any changes (track changes preferred)
2:40 p.m.	Intro to Element Two	J. Oliveira	Identifying Industry Sectors and Engaging Employers  Career Pathways including education and training Required element for regional planning Develops Linkages Gives Career Center guidance on business needs	1. Draft Survey Review
2:50 p.m.	Review Upcoming Meetings		<ul> <li>Review future meeting agenda topics and outcomes</li> </ul>	Review page 2
2:55 p.m.	Thank-you & Adjourn		<ul> <li>Next Meeting</li> <li>Tuesday April 11, 2017</li> </ul>	Please continue to load your documents to our drop box older or email them to <a href="mailto:kcripps@gnbwib.org">kcripps@gnbwib.org</a>

#### **MOU Development Core Team Meeting #6**

April 11, 2017, 1:00pm - 3:00pm

Greater New Bedford Career Center - Scrimshaw Room – 618 Acushnet Ave., New Bedford, MA 02740

#### Desired Outcomes:

- Identify & discuss Recruitment Resources & Strategies and Target Populations to include in our pipelines
- Discuss Entry & Exit Points of current process
- Review & discuss our Education & Training programs and the delivery of those programs
- Identify & discuss Funding Needs & Resources

AGENDA ITEM	PURPOSE/ACTION	TIME	ESSENTIAL QUESTIONS/DISCUSSION
Velcome & Agenda Review	<ul> <li>Welcome group &amp; new introductions to our 6<sup>nd</sup> meeting</li> </ul>	1:00pm	
	Review outline goals for this meeting		
MOU Draft	<ul> <li>Review and share MOU draft</li> </ul>	1:05pm	<ul> <li>Have we included everyone's suggestions and does anyone have anything further to add</li> </ul>
Intro to Element Three Design Education & Training Programs	<ul> <li>3.1 Identify &amp; Engage Training Partners</li> <li>3.2 Identify Target Populations, Entry Points &amp; Recruitment Strategies</li> <li>3.3 Review, Develop or Modify Competency Models with Employers and Develop &amp; Validate Career Ladders and Lattices</li> <li>3.4 Develop or Modify Programs with Industry-Recognized and/or Postsecondary Credentials</li> <li>3.5 Analyze the State's &amp; Region's Education &amp; Training Resources &amp; Response Capabilities</li> <li>3.6 Research &amp; Promote Work Based Learning Opportunities within the Business &amp; Region</li> <li>3.7 Develop Accelerated Contextualized Learning Strategies</li> <li>3.8 Provide Flexible Delivery Methods</li> <li>3.9 Provide Career Services, Case Management and Comprehensive Support Services</li> <li>3.10 Provide Employment Assistance and Retention Services</li> </ul>		Group to complete Recruitment Resources 3.2a Building Recruitment Strategies  Review & discuss the entry & exit points of a career pathway.  Bee pg 3 – Share BCC's flow chart pkg.  Does this type of strategy exit now? How do we incorporate of strengthen the current process?  How will we Market this to our target populations? Review examples & discuss.  Provide a package & example from <a href="https://www.careeronestop.org/CompetencyModel/">www.careeronestop.org/CompetencyModel/</a> for eview & discussion Pgs.20-26  How do we constantly check in with employers? Profiler?  How do we identify the gaps in our training resources?  How well do we incorporate OJT, Registered. Apprenticeships, Pre-Apprenticeship programs, Internships both paid & unpaid, ncumbent Worker training, Customized training, Transitional jobs, ob shadowing, Youth Mentoring, Mentoring? What can we do better?  Share all the helpful resources for teachers, curriculum designers or program managers in the development of these programs. Review pgs. 33-36  Do we currently have such practices in place?  Do our programs include/consider the variety of individuals, H grads, HS drop outs, ELL, veterans, formerly incarcerated, ncumbent worker, dislocated workers, public assistance recipients adult, youth part time workers?  WIOA identifies career services in three categories, Basic Career Services, Individualized & Follow-up. To ensure a Career Center accurately integrates Career Counseling and Planning a INCS is provided. See pg. 39  Do we all know what funding sources are available e.g., ticket
Identify Funding	Participant Cost  4.2 Identify Sources of Funding from Partner Agencies & Related Public & Private Resources & Secure Funding  Explore funding options <a href="https://www.clasp.org/issues/postsecondary/pages/funding-career-pathways-and-career-pathway-bridges-afederal-funding-toolkit-for-states">www.clasp.org/issues/postsecondary/pages/funding-career-pathways-and-career-pathway-bridges-afederal-funding-toolkit-for-states</a>		co work  Do we know how to braid funding across agencies?  Discuss all known funding sources for non-traditional and othe lexible streams.  Discuss costs associated with coordinating cross agency functions including wrap around support services and overall system development and maintenance.  Review how to "determine" all costs associated with career bathways improvements.
Thank You & Adjourn	Next Meeting Tuesday April 25, 2017	2:55pm	Optional funding worksheets are provided see pg.10

#### **MOU Development Core Partner Meeting #7**

April 25, 2017, 1 p.m. to 2 p.m.

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### **Desired Outcomes**

#### 1. Final MOU distributed to all Partners

TIME	AGENDA ITEM	FACILITATOR	PURPOSE/ACTION	ESSENTIAL QUESTIONS/DISCUSSION
1:00 p.m.	Welcome & Agenda Review	I Olivaira	Welcome group     New introductions to our 5 <sup>th</sup> meeting     Review meeting goals	
1:10 p.m.	Review of MOU status	J. Oliveira	Update from State meeting on funding, portal, and partnerships	
1.30 n m	FIVE: Align Policies and Programs SIX: Measure system change and performance	J. Oliveira	Phase II items:     Identify internal and external policy changes     Identify administrative and statutory procedural changes for partnership     Identify need to align to local, state and federal policies     Improvement and monitoring	1. Finalized MOU distributed to all partners
1:55 p.m.	Thank-you & Adjourn	J. Oliveira	<ul> <li>Next Meeting 5/16/2017 (status of MOU with your organizations)</li> </ul>	Please continue to load your documents to pur drop box folder or email them to kcripps@gnbwib.org

#### MOU Development Core Partner Meeting #8

May 16, 2017 2:00 p.m.

Greater New Bedford Career Center - Scrimshaw Room – 618 Acushnet Ave., New Bedford, MA 02740

Desired Outcomes						
Finalize M	OU input					
TIME	AGENDA ITEM	FACILITATOR	PURPOSE/ACTION	ESSENTIAL QUESTIONS/DISCUSSION		
2 p.m.	Welcome & Agenda Review	J. Oliveira	<ol> <li>Welcome group</li> <li>New introductions</li> <li>Review meeting goals</li> </ol>			
2:10 p.m.	DCS input	D. Hurley	Hear from Diane Hurley on DCS expectations on MOU			
2:55 p.m.	Thank-you & Adjourn	J. Oliveira	Next Meeting Tuesday April 11, 2017	Please continue to load your documents to pur drop box folder or email them to kcripps@gnbwib.org		

FUTURE MEETING AGENDA ITEMS (SUBJECT TO CHANGE)

DATE	ELEMENTS	ACTIVITIES	OUTCOMES
6/13/2017	No meeting		Partner internal review of MOU
6/16/2017	SIGNATORY EVENT	(note change in date per DCS)	Official signing of MOU
7/1/2017	MOU in effect		

#### **MOU Development Core Partner Meeting #9**

June 1, 2017 1:00 p.m.

Greater New Bedford Career Center - Scrimshaw Room - 618 Acushnet Ave., New Bedford, MA 02740

#### **Desired Outcomes**

1. Finalize MOU input

TIME	AGENDA ITEM	FACILITATOR	PURPOSE/ACTION	ESSENTIAL QUESTIONS/DISCUSSION
1 p.m.	Welcome & Agenda Review	J. Oliveira	<ol> <li>Welcome group</li> <li>New introductions</li> <li>Review meeting goals</li> </ol>	
1:10 p.m.	Input on any additions	J. Oliveira	Input from all Partners on all decisions	Finalize any additions for signing by June 16, 2017
1:50 p.m.	Thank-you & Adjourn	J. Oliveira	Next Meeting is the Signing!	Please continue to load your documents to our drop box folder or email them to kcripps@gnbwib.org

# FUTURE MEETING AGENDA ITEMS (SUBJECT TO CHANGE)

DATE	ELEMENTS	ACTIVITIES	OUTCOMES
6/13/2017	No meeting		Partner internal review of MOU
6/16/2017	SIGNATORY EVENT	(note change in date per DCS)	Official signing of MOU
7/1/2017	MOU in effect		

#### ATTACHMENT E - DUA PROVISIONS TO MOU

Any other provision in this agreement notwithstanding:

- 1. DUA only will provide information under this agreement to another party to this agreement:
  - a. upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L.
    c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603;
  - b. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data (currently in the form attached and marked "," which DUA reserves the right to modify in its sole discretion); and
  - c. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement (currently in the forms attached and marked "for confidential data" and "for no confidential data", which DUA reserves the right to modify in its sole discretion).
- 2. DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

#### ATTACHMENT F - MRC PROVISIONS TO MOU

#### **Required Partner**

MRC is a required partner and will participate in the local area and will contribute to the local service delivery strategies. MRC will provide information regarding our services and will contribute vocational counseling and guidance for eligible consumers. MRC counselors will develop individual employment plans and services to assist consumers to establish a vocational goal toward competitive integrated employment and will monitor the plan to completion.

#### Process to Develop MOU

MRC local area assigned staff worked with the workforce team to establish a schedule of meetings and agenda as well as a course of action resulting in a successful MOU. Career Pathway services were established for all populations served along with shared definitions of consumers. MRC's responsibility as part of the MOU will be to provide vocational and rehabilitation employment services for people with disabilities determined eligible for our services in each local area. MRC provided input to each local team to establish the process utilized to develop and complete the MOU.

#### **Priority Populations of MRC**

MRC serves individuals with disabilities identified as part of the population served under WIOA. To receive MRC services, these individuals must meet eligibility requirements. MRC assists these individuals in obtaining competitive integrated employment and to that end, services provided are based on individuals needs and could include but are not limited to: assessment, counseling and guidance, job placement, training, education, financial assistance towards post-secondary education, adaptive equipment and extended supports. The priority population might benefit from these services by participating in job driven trainings based on industry needs in the local labor market. MRC will collaborate with our workforce partners to meet the individual needs of shared consumers. Career Centers must ensure that facilities, technology, and training curricula are accessible for individuals with disabilities. MRC will provide subject matter expertise to the Career Centers to address accessibility issues based on individual needs such as Dragon, JAWS, ASL, and other adaptive equipment and devices.

#### Continuum of Services for MRC Priority Populations

MRC will track individuals referred to and from the Career Centers and those determined eligible for services and have a plan for employment in our case management system (MRCIS). MRC has the ability to run reports on shared customers and can provide information on a regular basis to our partners as needed until such time as we have a system that can capture information across partnering agencies such as a dashboard. MRC can provide career counseling and guidance, assessments, referrals, training, job placement, education, financial assistance towards post-secondary education, and adaptive equipment for eligible consumers. These will be incorporated into a career pathways plan along with services that might be provided by our partnering organizations based on our shared consumer's needs. Individuals with disabilities might need ESL classes, adult basic education, or can benefit from TANF/SNAP, transition services from schools, pre-employment services, and other opportunities offered by our partner

organizations. MRC will ensure appropriate referrals for the continuum of services offered or available through our partners in the local service areas. MRC provides these services to individuals determined eligible under federal VR standards.

#### **Continuum of Services for Businesses**

MRC has a robust employer engagement strategy and response process that continues to be effective for placing individuals with the most severe disabilities into employment. MRC will partner with the WIOA organizations on strategies to meet large scale business needs in the workforce areas; including partnering for skills development and identifying and preparing individuals with disabilities who are MRC consumers for available jobs in the local workforce area.

#### Access to Technology and Materials through One-Stop Career Center delivery system

MRC will provide subject matter expertise to the Career Centers to address accessibility issues based on individual needs such as Dragon, JAWS, ASL, and other adaptive equipment and devices, and etc.

#### Plan for Coordinated Staff Development and Training

MRC will provide orientation to our services to Career Center staff and will participate in Career Center information training sessions to ensure appropriate referrals and ongoing information sharing between Partner program staff. MRC will track individuals referred to and from the Career Centers and those determined eligible for services and have a plan for employment in our case management system (MRCIS). MRC has the ability to run reports on shared customers and can provide information on a regular basis to our partners as needed until such time as we have a system that can capture information across partnering agencies such as a dashboard.

# Assurances of Participation of the Competitive Selection Process for the One-Stop Career Center lead operator

MRC area directors are actively involved in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.

#### Interim Plan to Address Shared and Infrastructure Costs

MRC senior leadership is addressing shared and infrastructure costs for the local areas. This is not a responsibility of the local areas.

#### Process, timeline, and goals for Partner participation in local priority areas

MRC will work with partners on process, timeline, and goals for Partner participation in local priority areas (e.g. coordinated professional development, employer engagement as it relates to strategizing to meet large or broad scale employer needs in local areas, to meet skills needs and ensuring that persons with disabilities have opportunity for skill development and employment based on employer needs and etc.)

#### VIII. SIGNATURES

By signing this agreement, all parties agree that the provisions contained herein, are subject to the applicable Federal, State and Local laws, regulations and guidelines. By signature affixed below, the parties specify their agreement.

Aue-Waie Beck

Anne-Marie Beck, Department of Transitional Assistance

Julie Boren, Massachusetts Commission for the Blind

Beth Costa, Department of Career Services

Brenda Francis, New Directions Southcoast, Inc.

Richard Jeffers, Department of Unemployment Assistance



Bernice Jensen, Adult and Continuing Education, New Bedford Public Schools

Jonathan F. Mitchell Mayor City of New Bedford

Paula Stiner

Paula Shiner, SCSEP Coastline Elderly Services

Letty Ktyning

Anthony Sapienza, Greater New Bedford Workforce Investment Board, Inc., Chair

9 In 1 Alya

John J. Sbrega, Bristol Community College, President

David Sykes, Massachusetts Rehabilitation Commission

Gloria Williams, Youth Build

#### SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

#### CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

#### PROFILE OF CAREER CENTER CUSTOMERS

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

#### WIOA TITLE I ADULT PARTICIPANTS SUMMARY

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

#### WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

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

#### WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

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

#### WIOA TRADE ADJUSTMENT ASSISTANCE

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

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

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

#### ADDITIONAL PERFORMANCE DATA

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

# PROFILE OF CAREER CENTER CUSTOMERS GREATER NEW BEDFORD WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Total Individuals Served	5,667	
Gender		
Male	2,884	51%
Female	2,783	49%
Ethnicity		
White	3,238	57%
Black or African American	853	15%
Hispanic or Latino	1,300	23%
American Indian or Alaskan Native	127	2%
Asian	46	1%
Hawaiian Native or Other Pacific Islander	17	0%
Other	1,679	30%
Age		
18 or under	609	11%
19-21	324	6%
22-45	2,981	53%
46-54	903	16%
55+	850	15%
Education		
Less than High School	1,339	24%
High School Diploma or Equivalent	2,261	40%
Some College/Vocational Degree	847	15%
Associate Degree	402	7%
Bachelors Degree	461	8%
Advanced Degree	161	3%
Self-Identified Persons With Disabilities	341	6%
Unemployment Insurance Claimants	2,877	51%
Veterans	304	5%
Employers Served	525	
Employers Listing Job Orders	272	52%
Employers Receiving Referrals	205	39%
Employers Who Hired a Job Seeker Referral	44	8%
r -J		3.0

EATER NEW BEDFORD WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2
TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance			
Participant Characteristics (%)						
Total Participants YTD	95	237	115			
Female	78%	57%	25%			
Age 55 or Over	9%	27%	50%			
Less than High School	8%	11%	0%			
Limited English	1%	3%	0%			
Math or Reading Level < 9.0	12%	6%	0%			
Disabled	4%	5%	0%			
Cash Welfare	23%	na	na			
UI Claimant	na	92%	100%			
Offender	0%	1%	0%			
Veteran	13%	8%	0%			
Single Parent	54%	26%	0%			
Low Income	97%	na	0%			
Enrollments By Activity						
Total Program Participants YTD	95	237	4			
New Program Enrollments	51	141	3			
New Training Enrollments	42	108	3			
New & Carry-in Training Enrollments	120	186	4			
ABE/GED or Equivalent	0	0	0			
ESL	8	27	0			
Occupational Skills Training	73	164	4			
OJT	0	0	0			
Other.	2	5	0			
Exit	and Outcome Summ	ary				
Total Exits YTD	43	115	0			
Entered Employments YTD	35	95	0			
Entered Employment Rate at Exit	85%	87%	0%			
Average Pre-Wage	na	na	\$0.00			
Average (Post) Wage	\$13.05	\$16.26	\$0.00			
Wage Retention Rate (post/pre-wage)	na	na	0%			
Degree/Certification	44	111	na			

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

TITLE I YOUTH PARTICIPANT SUMMARY				
	In-School	Out-of-School	Total Youth	
	Participant Characterist	tics (%)		
Total	9	66	75	
Age 14-18	89%	58%	61%	
Age 19-21	11%	26%	24%	
Age 22-21	0%	17%	15%	
Female	56%	44%	45%	
Disabled	33%	29%	17%	
HS Student	100%	0%	12%	
HS Dropout	0%	83%	73%	
Limited English	0%	0%	0%	
Math or Reading Level < 9.0	67%	92%	89%	
Offender	0%	3%	3%	
Welfare	11%	11%	11%	
Foster Child	0%	5%	4%	
Homeless/Runaway	0%	6%	5%	
Pregnant/Parenting	22%	6%	8%	
Requires Additional Assistance	22%	6%	8%	
	Enrollments By Acti	vity		
Educ., Trng, & Tutoring	5	3	8	
ABE/GED or Alternative	3	52	55	
Financial Literacy	0	0	0	
Summer Employment Opportunity	6	32	38	
Work Experience/OJT	6	26	32	
Occupational Skills Trng	4	31	35	
Leadership Dev/Community Services	0	0	0	
Mentoring	8	46	54	
Guidance/Comprehensive Counseling	5	3	8	
Other (non program)	1	22	23	
	Exit and Outcome Sun	nmary		
Total Exits YTD	6	34	40	
Entered Employments YTD	4	9	13	
Entered Post-HS Training YTD	1	2	3	
Placed in Employment/Education Rate	83%	26%	35%	
Average Wage	\$10.00	\$10.28	\$10.19	
Dogroo/Cortification	4	10	17	

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

Degree/Certification

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GREATER NEW BEDFORDWORKFORCE DEVELOPMENT AREA					
PRIMARY INDICATORS OF PERFORMANCE	FISCAL YEAR 2017 7/1/16 -6/30/17	FISCAL YEAR 2018 7/1/17 - 6/30/18			
WIOA TITLE I ADULT					
Employed 2 <sup>nd</sup> Quarter After Exit	83%	86%			
Employed 4th Quarter After Exit	75%	77%			
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$4900	\$5200			
Credential Attainment Rate	Baseline Indicator				
Measureable Skill Gains	Baseline Indicator				
Effectiveness in Serving Employers	Baseline Indicator				
WIOA TITLE 1 DISLOCATED WORKER					
Employed 2 <sup>nd</sup> Quarter After Exit	84%	86%			
Employed 4th Quarter After Exit	83%	85%			
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$7500	\$7600			
Credential Attainment Rate	Baseline Indicator				
Measureable Skill Gains	Baseline	Baseline Indicator			
Effectiveness in Serving Employers	Baseline Indicator				
WIOA TITLE 1 YOUTH					
Employed 2 <sup>nd</sup> Quarter After Exit	80%	80.5%			
Employed 4th Quarter After Exit	72%	73%			
Median Earnings at 2 <sup>nd</sup> Quarter After Exit					
Credential Attainment Rate	Baseline Indicator				
Measureable Skill Gains	Baseline Indicator				
Effectiveness in Serving Employers	Baseline Indicator				
WIOA TITLE III WAGNER-PEYSER					
Employed 2 <sup>nd</sup> Quarter After Exit	60.0%	64.0%			
Employed 4th Quarter After Exit	60.0%	62.0%			
Median Earnings at 2 <sup>nd</sup> Quarter After Exit	\$5,100.00	\$5,500.00			
WIOA TITLE II ADULT EDUCATION					
Measureable Skill Gains	41.0%	42.0%			

#### 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.