



**BOARD REPORT**

**May 11, 2017**

Prepared on  
April 25, 2017

## TABLE OF CONTENTS

	Page
Minutes of Board Meeting March 9, 2017	3
Career Centers Division	8
Training Division / Workforce Innovation and Opportunity Act	10
Youth Services Division	10
Financial Reports	12

**North Shore Workforce Investment Board  
Meeting Minutes**

**March 9, 2017**

**Those in attendance:** Jenae Miklowcic, Bob Bradford, Tracey Cahalane, Tony Dunn, Steve Falvey, Dianne Palter Gill (for Patricia Gentile), Marcia Griesdorf, Peggy Hegarty-Steck, Bonnie Carr (for Catherine Latham), David manning, Paul Mahoney, Mike McCarthy, Stephen Maser (for Patricia Meservey), Sandy Nolfi, Paula Reynolds, Laurie Roberto, Steve Shea, Andrew Shapiro, Diane Smith, Nancy Stager, Sarah Stanton, Jocelyn Tiberii, Bill Tinti, Edward Tirrell, Stan Usovicz, and Kyle Hawkins (for Thelma Williams).

**Those not in attendance:** Brian Cranney, Tim Doggett, and Tom Lemons.

**Staff:** Katie Crowder, Kate O'Malley, Maribeth Forbes, Ed O'Sullivan, David McDonald, Maquisha Alleyne, Will Sinatra, Mark Whitmore, and Mary Sarris

**Special Guests:** Evie Arroyo-Barrows – DUA, and Darlene Vu – Senator Lovely's office.

The meeting begins at 8:04am.

A quorum is present.

**Chair's Report**

MA WIB Association Annual Meeting

The WIB Association will be holding its annual meeting on May 11-12. There will be information about lessons learned while going through the One-Stop Career Center competitive selection process. A number of legislators will be in attendance. This meeting will provide an opportunity for members to interact with legislators and other WIB executives and members. The meeting will be held in North Adams. Anyone wishing to attend, please contact Mary or the WIB office.

Officer and Membership Development

With Art Bowes retirement, there is an opening for Vice Chair. There are also openings for Chair on a few of the sub-committees. Anyone interested in holding office please let Mary know. The plan is to hold officer elections at the May meeting.

Will Sinatra, Manager of Market Research, was recognized for his valuable work over the last 10 plus years. Will has been an integral part in all the NSWIB's. This will be his last meeting, although he will be continuing work with the WIB remotely for a period of time, before he moves to Hawaii. Will was presented with a book of North Shore photographs as a gift from the Board.

## **Transition Activities for the Workforce Innovation and Opportunities Act**

### **Career Center Operator**

Under WIOA, Workforce Boards were required to go out to bid for Career Center Operators. Three proposals were received.

The NSWIB formed a committee comprised of four private sector board members and three WIOA partners. The review committee members are Diane Smith of Salem Five, Tracey Cahalane of Microline Surgical, Marcia Griesdorf of Northeast Health Systems/Lahey Health, Steve Falvey of New England Regional Council of Carpenters, Dave Manning of DCS, Thelma Williams of MCB, and Eveliz Arroyo-Barrows of DUA.

To be sure the process was in compliance with WIOA, the following review process was used:

- NSWIB advertised the RFP through local print and social media, as well as the National Association of Workforce Boards
- Proposals were due November 14th – three proposals received, all meeting minimum criteria
- Committee reviewed proposals and met 4 times - reviewing non-price and price proposals
- Staff performed reference checks using questions developed by Review Committee
- Recommendations were made to Executive Committee for February 16<sup>th</sup> meeting

Review team members were given comparative criteria and rated each item as highly advantageous, advantageous, not advantageous, or unacceptable. The review criteria included:

- The ability to meet program design specifications and performance goals
- Satisfactory record of past performance in operator-related activities
- Ability to perform in a demand driven environment
- Ability to work with community partners and make referrals as needed
- Ability to provide services that can lead to achievement of competency standards for job seekers with identified deficiencies
- Satisfactory record of integrity, business ethics, and fiscal accountability
- Necessary organization, experience, accounting, and operation controls
- Technical skills to perform the work

After rating the criteria and reviewing the price proposals, the review team ranked the proposals and sent their recommendation to the Executive Committee. The Executive Committee approved the recommendation.

The ranking of proposals:

1. **City of Salem**
2. **ResCare**
3. **United Labor Agency**

The review committee ranked City of Salem unanimously as the top proposal. There were some difference of opinion on the second and third ranked proposals. Each

proposal had its strengths and weaknesses. Mary briefly went over some of the most notable strengths and weaknesses of each proposal.

**City of Salem**

**Strengths** – Data and performance driven, successful partnerships with local area organizations, knowledge of critical industries and labor market data

**Weaknesses** – technology and rollout with staff and customers

**ResCare**

**Strengths** – Technology and tools for staff and customers

**Weaknesses** – Lack of partner relationships; underfunding/lack of clarity around training

**United Labor Agency**

**Strengths** – Knowledge and experience using MOSES database

**Weaknesses** – Proposal was not well written and very difficult to follow; use of survey tools that are questionable in our market/area

The review committee members each spoke briefly about their experiences with the process.

**VOTE**

N. Stater entertained a motion to accept the City of Salem as the Career Center Operator for a 4 year term.

S. Shea moved to accept the City of Salem as the Career Center Operator for a 4 year term.

T. Cahalane seconded the motion. S. Stanton abstained from the vote. All voting members voted in favor of accepting the City of Salem as the Career Center Operator. None opposed.

**Draft Agreement between Mayor of Salem and NSWIB**

WIOA requires that the WIB and the Chief Elected Official have a formal agreement outlining the roles of each. Mary outlined the joint responsibilities and the separate responsibilities of the Mayor and the WIB. The Mayor is mainly responsible for nominating board members and the oversight of the WIBs finances through the City’s fiscal department. Below is a chart showing the changes in responsibility of the WIB from WIA to WIOA.

<b>WIB Responsibilities Under WIA</b>	<b>WIB Responsibilities Under WIOA</b>
-Preparation of Local Plans	-Preparation of Local Plans
-Public Involvement in LWIB Activities	-Workforce Research and Regional Labor Market Analysis
-LWIB Involvement in Governor’s Statewide Employment Statistics System	-Convening, Brokering, Leveraging Local Workforce System

-Linkages with area employers and economic development agencies	-Employer Engagement
-Meeting the hiring needs of local employers	-Career Pathway Development
	-Identify and Promote Promising Practices
	-Use of Technology to Maximize Accessibility
	-Conduct Program Oversight to Maximize Outcomes
	-Negotiate Local Performance Accountability Measures
	-Selection of Career Center Operators and other Provider
	-Coordinate with Education Providers
	-Prepare and Administer Budgets
	-Physical and Programmatic Accessibility for individuals with Disabilities

The Mayor has a draft of this agreement and is reviewing. There may be a few minor revisions requested by the Mayor.

**VOTE**

Nancy Stager entertained a motion to authorize Mary to sign the agreement with the Mayor with no major changes.

S. Usovicz moved to authorize Mary’s signature. S. Shea seconded the motion. All members voted in favor. None apposed.

MOU with Regional Partners

Another requirement of WIOA is to have a signed agreement with regional partners that also receive money through WIOA in an effort to streamline services. The NSWIB’s partners include MRC, MCB, DUA, Operation A.B.L.E., NSCAP, NSCC, Pathways, Inc. (formerly Operations Bootstrap), TRA, DTA, North Shore Career Center, and DCS. This group has been meeting frequently and has formed four committees/workgroups focusing on building employer relations, strengthening relations among partners, improving data collection, and sharing costs. The group is working on a formal agreement that should be signed by June 21, 2017.

### Regional Planning

The Governor and the Workforce Skills Cabinet (a collaboration of the Executive Offices of Education, Labor and Workforce Development, and Housing and Economic Development) has divided the state into seven planning regions, most made of more than one WIB region. The Northeast Region is comprised of the North Shore, the Lower Merrimack Valley, and the Greater Lowell WIB regions. The Northeast planning area has met and is currently working on developing and sharing labor market information, the Northeast Advanced Manufacturing Consortium (training and apprenticeships), and a Future of Work survey. The group will attend a statewide kickoff meeting on April 5 at Worcester State University.

The first Northeast Regional planning meeting will be on April 19. This meeting will be run by the WIBs and will include workforce and economic development partners throughout the region. The educational partners throughout the region will also be included. The goal is to come up with strategic priorities for the Northeast Region.

The group was given written updates on the sub-committee meetings in April. More information about this meeting can be found at [www.northshorewib.com](http://www.northshorewib.com) or by calling the WIB office.

L. Roberto moved to accept the minutes of the January 12 meeting. S. Shea seconded the motion. All members voted in favor of accepting the January minutes. None oppose.

S. Shea moved to adjourn the meeting at 9:10 am. S. Falvey seconded the motion. All members in attendance voted to adjourn the meeting. No member opposed.

The meeting concluded at 9:10am

The next meeting will be Thursday, May 11, 2017 at 8:00am.

Respectfully submitted by Maquisha Alleyne.

**CENTERS DIVISION**

**CAREER Customer Count**

*New Customers*

	Mar, 17		Actual YTD		Mar, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
<b>Youth Career Center</b>	47	59	268	708	181
<b>Salem – The Hub</b>	495	283	3269	3391	4040
<b>Gloucester -AP</b>	49	34	350	413	432
<b>NSCC – AP</b>	50	45	598	542	626
<b>Family Success Center-AP</b>	3	10	207	112	154
<b>Peabody Institute -AP</b>	2	6	84	74	89
<b>Total*</b>	576	417	4079	5002	4832

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center.*

*Total Customers Served*

	Mar, 17		Actual YTD		Mar, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
<b>Youth Career Center</b>	171	122	765	1460	181
<b>Salem – The Hub</b>	1228	426	5127	5117	6361
<b>Gloucester -AP</b>	120	50	586	601	672
<b>NSCC – AP</b>	147	52	809	619	732
<b>Family Success Center-AP</b>	38	10	208	117	162
<b>Peabody Institute -AP</b>	2	6	87	75	91
<b>Total*</b>	1542	583	6314	7000	7038

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center.*

**Customer Placements (#/% of total customers served)**

	Mar, 17		Actual YTD		Mar, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
<b>Youth Career Center</b>	5	6	478	500	8



<b>Salem–The Hub</b>	125	57	800	687	1134
<b>Gloucester-AP</b>	10	5	103	62	98
<b>NSCC –AP</b>	19	6	165	65	99
<b>Family Success Center-AP</b>	8	1	46	13	22
<b>Peabody Institute-AP</b>	2	1	17	10	18
<b>Total*</b>	133/9%	76/13%	900/14%	910/13%	919/13%

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center.*

### Customer Satisfaction – Results for February 2017 to March 2017

#### *Job Seeker\**

<b>System-Wide (n = 120)</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Were you satisfied with the results of your visit?</b>	<b>68 (57%)</b>	<b>40 (33%)</b>	<b>9 (8%)</b>	<b>3 (2%)</b>
<b>Gloucester (n=13)</b>	10 (77%)	3 (23%)	0 (0%)	0 (0%)
<b>Salem (n=101)</b>	54 (53%)	35 (35%)	9 (9%)	3 (3%)
<b>Access Points (n=6)</b>	4 (67%)	2 (33%)	0 (0%)	0 (0%)

#### *Employer*

<b>System-Wide(n = 4)</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Overall satisfaction with Career Center services.</b>	3 (75%)	1 (25%)	0 (0%)	0 (0%)

#### **Employer Services**

	<b>Mar, 17</b>		<b>Actual YTD</b>		<b>Mar, 16 YTD</b>
	<b>Actual</b>	<b>Plan</b>	<b>Actual YTD</b>	<b>Plan thru 6/30/16</b>	<b>Actual</b>
<b>New Employer Accounts</b>	126	50	954	600	594
<b>Total Employers Served</b>	173	117	1537	1400	959
<b>Number of Employers Listing Job Orders</b>	45	42	458	500	441

**TRAINING DIVISION / WORKFORCE INVESTMENT ACT**

**Overall WIA Activity**

	YTD Actual	Planned Thru End of Grant	Mar, 16 YTD
<b>Adult</b>	64	97	87
<b>Dislocated Worker</b>	188	120	154

**Overall WIA Placement**

	YTD Actual	Planned Thru End of Grant	Mar, 16 YTD
<b>Adult</b>	22	54	37
<b>Dislocated Worker</b>	48	73	29

**Preferred Vendor Performance (top 6 vendors in terms of enrollments)**

Vendor	Number Served	Placement Rate	Average Wage	Number Served in FY 16
<b>North Shore CC</b>	41	100%	25.85	105
<b>Salem State University</b>	11	NA	NA	9
<b>William George</b>	8	100%	71.68	16
<b>New England Tractor Trailer</b>	6	100%	26.50	10
<b>American Red Cross</b>	5	100%	13.75	7
<b>Millennium</b>	5	100%	22.72	17

**YOUTH DIVISION**

**Workforce Investment Act Programs**

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 16
<b>Action, Inc.</b>	21	4	3/\$10.67	35
<b>Catholic Charities</b>	36	15	7/\$10.86	47
<b>Girls, Inc.</b>	17	5	NA	24
<b>North Shore CDC</b>	6	4	2/\$10.50	6

	Goal	Actual
<b>Student Work and Learning Experiences</b>	350	432

**WBLP and Career Development Activities:**

During this quarter, Connecting Activities (CA) staff, together with school liaisons, continued work with students from Beverly High School, Fecteau Leary Alternative High

School in Lynn, Marblehead High School, Peabody Learning Academy, Peabody Community High School and Salem High School. CA staff provided Career Awareness and Career Exploration workshops to assist students with work readiness development and job search activities. CA staff also responded to requests from additional schools to provide Youth Career Center orientation sessions as well as Career Awareness/Exploration workshops to students at Lynn Classical High School, New England Academy in Beverly, New Liberty Innovation School in Salem and Swampscott High School. The Youth Career Center also hosted Saugus High School Staff and several students to introduce them to services offered at the Career Center. We participated in our first Career Fair of 2017 at Lynn English High School in March and provided information and direction to many of the 700+ students who attended the event. Youth Career Center staff worked with employers to instruct on the usage of the MA WBLP as needed. Our staff has been involved in the meetings and surveys surrounding the new WBLP, which we look forward to sharing with employers.

#### **Professional Development:**

- The WIB and CA staff attended the Connecting Activities WBLP/CVTE meeting in March.
- Staff attended community meetings for Lynn Continuum of Care, Lynn Public School Teachers and Administration, Salem Hope Community Meeting, Salem Public Schools, Shannon Committee and Safe & Successful Youth Initiative (SSYI).

#### **Employer Outreach:**

Communication with local businesses to identify employer needs and opportunities included business outreach in Lynn and Peabody, including Building Bridges through Music, Bridge Auto Body, CVS, Eastern Bank, GNC, Gymboree and Rainbow Apparel. During this quarter our job developer has reached out to over 180 private, public and non-profit organizations to invite them to our partnership career fair event with LVTI, which is planned for May 11th; our goal is to host 50 organizations to meet with the 300+ LVTI juniors and seniors.

In addition to these ‘private businesses’, we have worked with four local non-profits for our year round Youth Works grant. Many of these youth are also receiving support from the Connecting Activities program in terms of career readiness workshops at their schools, and additional support from our CA staff.

#### **Highlights:**

The NSWIB has been supplementing the work under Connecting Activities with both our CVTE grant and our Amp it Up grant, both of which focus on STEM. This has allowed us to add a part time staff member who is coordinating company tours, and career speakers. In addition, we held our first professional development session for Amp it Up teacher externships, and in May we will have 7 teachers spending a day at STEM companies on the North Shore.

**Budget-Actual Summary by Expense Category**  
**As of March 31, 2017**

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<b><u>REVENUE</u></b>					
Current Year Grants	\$4,243,352	\$1,753,161	-	\$2,490,191	58.7%
Current Year Income	148,472	148,472	-	0	0%
Prior Year Carry-in	1,544,830	1,508,650	-	36,180	2.3%
<b>Total Revenue</b>	<b>\$ 5,936,654</b>	<b>\$3,410,282</b>	<b>-</b>	<b>\$2,526,372</b>	<b>42.6%</b>
<b><u>EXPENSES + OBLIGATIONS</u></b>					
<i><u>Admin Expenses</u></i>					
Personnel	\$315,320	\$196,878	-	\$118,442	37.6%
Expenses	76,623	62,856	-	13,768	18.0%
<b>Total Admin Expenses</b>	<b>\$ 391,943</b>	<b>\$259,734</b>	<b>-</b>	<b>\$132,209</b>	<b>33.7%</b>
<i><u>Program Expenses</u></i>					
Personnel	1,795,787	\$1,161,370	\$7,080	627,337	34.9%
Individual Training Accounts	695,990	301,395	201,873	192,722	27.7%
Supportive Services	66,174	2,180	38,395	25,599	38.7%
Youth Jobs	459,249	411,914	38,569	8,765	1.9%
Other Training	740,643	308,378	217,107	215,159	29.1%
Other Program Costs	696,919	428,220	27,023	241,676	34.7%
Business Services Costs	107,824	75,900	-	31,924	29.6%
<b>Total Program Expenses</b>	<b>\$4,562,586</b>	<b>\$2,689,358</b>	<b>\$530,047</b>	<b>\$1,343,181</b>	<b>29.4%</b>
<b>Total Expenses &amp; Obligations</b>	<b>\$4,954,529</b>	<b>\$2,949,092</b>	<b>\$530,047</b>	<b>\$1,475,391</b>	<b>29.8%</b>
<b>Planned Carry-Out</b>	<b>\$982,125</b>				

**Budget-Actual Summary by Program**  
**As of March 31, 2017**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><u>Federal Funds</u></b>				
Disability initiative Project (DIP), FY 16	\$108,578	\$100,969	\$7,609	7.0%
DOT Transportation Grant - FY15 New Freedom	138,784	138,784	0	0.0%
Emergency Unemployment Comp. - REA: FY13	13,288	766	12,521	94.2%
Emergency Unemployment Comp. - REA: FY14	1,140	1,140	0	0.0%
FY 15 Job Driven NEG	13,200	13,200	0	0.0%
NAMC Apprenticeship Grant	322,917	63,943	258,973	80.2%
NAMC Apprenticeship Expansion Grant	54,133	0	54,133	100.0%
Rapid Response – State Staff, FY17	13,991	13,235	756	5.4%
Re-employment Eligibility Assessments, FY17	55,426	55,426	0	0.0%
Sector Partnership NEG – FY16	79,175	44,627	35,549	43.6%
Talent Connect – FY 17	13,242	7	13,235	100.0%
Trade Adjustment Assistance Case Management, FY17	38,791	22,454	16,336	42.1%
UI Walk-in, FY17	18,391	11,203	7,188	39.1%
Vets: Disabled Veterans Outreach Program, FY16	16,356	16,356	0	0.0%
Vets: Disabled Veterans Outreach Program, FY17	12,896	12,382	514	4.0%
Wagner Peyser ES 90%, FY16	1,367	1,327	40	2.9%
Wagner Peyser ES 90%, FY17	42,761	22,132	20,629	48.2%
Wagner Peyser ES, 10% FY17	23,206	18,097	5,109	22.0%
WIOA Formula Funds: Adults	750,572	473,413	277,159	36.9%
WIOA Formula Funds: Dislocated Workers	838,752	661,537	177,215	21.1%
WIOA Formula Funds: Youth	573,094	483,698	89,396	15.6%
WIA/WIOA Formula Funds: Administration	187,947	141,788	46,159	24.6%
<b><i>Total Federal Funds</i></b>	<b><i>\$3,318,007</i></b>	<b><i>\$2,296,485</i></b>	<b><i>\$1,021,522</i></b>	<b><i>30.8%</i></b>

**Budget-Actual Summary by Program n**  
**As of March 31, 2017**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><u>State &amp; Local Funds</u></b>				
Amp it up	10,000	2,295	7,705	77.1%
DCS – Jobs for Veterans State Grant	6,125	6,125	0	0.0%
DESE: Adult Career Pathways, Program 541, FY17	157,590	149,878	7,712	4.9%
DESE: Connecting Activities, FY17	95,189	49,083	46,106	48.4%
DTA FY17 Competitive Integrated Employment Services	170,607	66,973	103,634	60.7%
Earned Funds	7,368	2,946	4,422	60.0%
EOHED FY 17	39,425	17,507	21,918	55.6%
HCWTF Training, FY15	103,399	64,750	38,649	37.4%
Retention Grant FY 17	8,200	0	8,200	100.0%
State One-Stop Career Centers, FY17	234,625	129,146	105,479	45.0%
Safe and Secure Youth Initiative	13,650	9,467	4,183	30.6%
STEM Career Vocational Technical Education	18,000	13,640	4,360	24.2%
Tech Hire FY 17	66,263	364	65,899	99.5%
Workforce Training Fund: WIB Support, FY17	95,000	60,943	34,057	35.8%
YouthWorks – Summer 2016	545,113	544,635	478	0.1%
YouthWorks – Year Round	65,968	64,903	1,065	1.6%
<b><u>Total State Funds</u></b>	<b><u>\$1,636,522</u></b>	<b><u>\$1,182,653</u></b>	<b><u>\$453,868</u></b>	<b><u>27.7%</u></b>
<b>TOTAL FUNDS</b>	<b>\$4,954,529</b>	<b>\$3,479,139</b>	<b>\$1,475,391</b>	<b>29.8%</b>

## Summary of discussion points around performance goals for Career Center contract

- I. Goals will be built around the WIOA conditions required for Career Center certification, including
  - A. Effectiveness, Customer Satisfaction, Physical and Programmatic Accessibility
    1. Integrates available services for job seekers and businesses
    2. Meets the workforce development needs of Job Seekers
    3. Meets the employment needs of local businesses
    4. Operates in a cost effective manner
    5. Coordinates services among the One-Stop Partner Programs
    6. Provides maximum access to partner program services (even outside normal business hours)
    7. Meeting needs of disabled population
  - B. Continuous Improvement.
    1. Local Performance Achievement
    2. Other
      - a. Include regular process for responding to TA needs
      - b. Regular professional staff development
      - c. Capturing and responding to customer feedback
  - C. All One Stop Centers must comply with applicable physical accessibility requirements.
- II. Barring major economic and funding changes, NS Career Center will be held to standards for job seeker and business services that build upon improvement from the previous year's performance.
- III. Performance goals will be based on
  - A. Attainment of numerical goals, including
    1. Placements
    2. Retentions
    3. Wages earned
    4. Other?
  - B. Data on number of jobs posted through the Career Center
  - C. Data on number of referrals to jobs posted through Career Center
  - D. Data on number of contacts made by Career Center to companies posting jobs
  - E. Attainment of more specific goals through two or three pilots with companies willing to provide additional information, so as to get a sense of the quality of referrals to job openings e.g.,
    1. Placements of Career Center Referrals
    2. In simple language, performance of Career Center placements over a period of time, e.g., exceed, meets, does not meet expectations
    3. Promotions
    4. Wage Increases
- IV. Over the course of the four-year one stop contract, the WIB will review trend data and determine goals for each succeeding year. For Year One, the Career Center will report in to

the WSC in Oct., Feb., and June. Based on this experience, reports may be less or more frequent in succeeding years.

- V. The Career Center will periodically host focus groups of people retained successfully for one year with original placement companies to learn what the cause of this success is.



## Attachment B

### Workforce Innovation and Opportunity Act

#### North Shore Workforce Investment Board and WIOA Partners

#### Memorandum of Understanding (MOU)

DRAFT May 2017

#### I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **North Shore Workforce Investment Board**, with agreement of **Mayor Kimberley Driscoll, City Salem** and the North Shore Partners), relating to the operation of the one-stop delivery of service in the local workforce area.

The **North Shore Workforce Investment Board** will act as the convener of MOU negotiations and together with North Shore Partners will shape how local One-Stop Career Center Services are delivered.

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

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

#### II. OSCC REQUIRED PARTNERS

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

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

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

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

### III. DURATION OF THE MOU

This agreement shall commence on **June 26, 2017** and shall terminate on **June 30, 2020** unless otherwise terminated by agreement of all parties or superseded.

### IV. ASSURANCES

The **North Shore Workforce Investment Board** and the Partners of the North Shore Workforce Partnership identified above agree to conduct the following activities at a local level:

1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.

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

**V. MEMORANDUM OF UNDERSTANDING CONTENT**

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

<b>Job Seeker Services</b>		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above

In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprentice
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support (→ <i>This is not an individualized career service, but listed here for completeness.</i> )	Other training services as determined by the workforce partner's governing rules

\* Continuous attention to career pathway models for populations will be the focus of case management and services provided to all customers – in particular those in training.

<h2>Business Services Team</h2> <p>Including at least one rep from each Partner that will meet monthly to discuss employer outreach and status of work with companies.</p>		
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies

Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

2. Partners within the NSWDA will serve, at a minimum the following populations:

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

\*In addition, Partners will work together on strategies and programs for employers and solving their employment needs. (Please see attachment 3)

3. The “shared customer” has been defined by Partnership as - a job seeker or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)
4. The Partners agree on a continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. (Please see Attachment 2)
5. WIOA offers an opportunity to innovate and strengthen service to industries and business. The Partners commit to working with employers who have persistent and deep worker skills shortages, are in targeted industries, employ people in targeted occupations, and are committed to hiring people with disabilities. Partners will work together to identify employer needs in the current economy and share this labor market information. (Please see attachment 3)

5. The North Shore Workforce Partnership has begun discussions around technology and a shared intake form, based on an on-going review of current intake forms being used by each Partner. 'Massachusetts JobQuest' will serve as entrance point for all shared customers. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center. (Please see attachment 4 for a listing of the North Shore Career Center locations, hours of operations and contact information)
6. The North Shore Workforce Partnership agrees that increased Sharing of data will benefit the quality of service delivery to both the job seeker and business customer.
7. The Partners have established a preliminary training plan for management and the staff of partners. (Please see attachment 1)
8. The NSWIB will provide for various levels of participation by Partners in the One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the NSWIB's policies to 1) have a majority of the Review Team representative of the Critical Industries in our region, and 2) to have a reasonably sized Voting Review Team. Decisions will be discussed and openly communicated to Partners prior to review beginning. All Review Activity will respect Section 30B of MGL, the legal structure around which the NSWIB performs procurement, and various levels of participation (either on full review team if a NSWIB Board Member or on the advisory committee if not) of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
9. The North Shore Workforce Partnership agrees to utilize the current NSWIB cost allocation plan to determine infrastructure costs of the various WIOA Partners who outstation staff at the Career Center or one of the Career Center Access Points. Shared services and operating costs will be negotiated with each Partner based on the types of services required for the each Partner constituency. Where appropriate, the NSWIB cost allocation plan will be utilized to make these calculations. However, the cost related to shared services related to assessment, customized workshops, training, and other services will be individually determined for each Partner. In any case, infrastructure, shared services, and operating costs will be fully transparent and made available to the Partners throughout the year.
10. Duration of the MOU including commencement and termination date, and include the clause "unless otherwise terminated by agreement of all parties or superseded."
11. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.
12. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.

13. The Partners agree to jointly review and commit to WIOA mandated performance metrics that are include in the NSWIB annual business plan, and in any related grant documents associated with Partners. The NSW Partnership commits to assist all Partners in reaching these goals. In addition, the Partners agree to mutually develop and commit to metrics associated with infrastructure/shared services, and to proceed with a full commitment to meet these goals.

**VII. SIGNATORIES**

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

**Nancy Stager, Chair  
North Shore Workforce  
Investment Board**

\_\_\_\_\_  
Signature:  
Date:

**Kimberley Driscoll,  
Mayor  
City of Salem**

\_\_\_\_\_  
Signature:  
Date:

**Teury Marte, Area  
Director  
Mass. Rehabilitation  
Commission**

\_\_\_\_\_  
Signature:  
Date:

**Thelma Williams,  
Regional Director  
Mass. Commission for  
the Blind**

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**Signature:  
Date:**

**Evie  
DUA Director  
Department of  
Unemployment  
Assistance**

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**Signature:  
Date:**

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**Tee Provost, Director  
Operation A.B.L.E. of  
Greater Boston**

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**Signature:  
Date:**

**Paul Ventresca, Career  
Center Manager  
North Shore Career  
Center (DCS)**

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**Signature:  
Date:**

**Gina Frey, Director of  
Adult Education  
North Shore Community  
Action Programs**

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**Signature:  
Date:**



**Dr. Karen Hynick,  
President of Academic  
Affairs  
North Shore Community  
College**

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**Signature:  
Date:**

**Edward Tirrell,  
Executive Director  
Operation Bootstrap**

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**Signature:  
Date:**

**Gail Divico, Site  
Manager  
Training Resources of  
America**

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**Signature:  
Date:**

**Sylvia Hosman  
Department of  
Transitional Assistance**

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**Signature:  
Date:**

**Mary Sarris, Executive  
Director  
North Shore Workforce  
Investment Board**

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**Signature:  
Date:**

**Mark Whitmore,  
Executive Director  
North Shore Career  
Center**

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**Signature:**  
**Date:**

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Attachment 1.

Ongoing Cross-Training with WIOA Partners

- Career Center will host quarterly meetings of ABE, DTA, CC, MRC, etc. to work in small groups to share insights, concerns, key offerings, new programs, etc. This would be modeled after the successful CC/ABE partners meeting that was held last year initiated by the North Shore Adult Education Partnership. Create the annual calendar each January so agencies can plan ahead for staff coverage as needed.
- At this event, coordinate a cross-agency staff pair up so that each person can shadow the other for a day (or half a day). After the shadowing, staff person does an in-service at her own agency as a mini “Train the Trainer” model. Agency staff could rotate, or one designated person per year so she has the opportunity to shadow at four distinct sites. Training will be done in such a way as to protect confidentiality issues with customers.
- Implement one-hour quarterly webinars featuring the power points that were shared over the past several months with updates, opportunities for questions, etc. Archive the webinars so any agency staff can access them throughout the year. *{What would be the technology needed to do this? Does any agency currently have the capacity, or would this be a new technology infrastructure cost?}* **Possibility of using the PACE online learning system that is currently used by DTA and MRC.**
- Create an online directory of partners with key services and links to power points from the webinars. Each agency would commit to update its piece of the directory at least once per year. *{Where would this be “housed”? What technology is needed to create?}* **Would Google Drive or Drop Box meet this need?**
- At large agencies like DTA or MRC, designate two staff people as “point people” that can help answer questions or problem-solve when customer/student issues arise. Revise and include this responsibility in job descriptions so if staff leave, new staff person understands this is part of her role. *DTA has already done this by providing the WIOA partners with business cards and has designated (2) Full Engagement Workers as the point people.*



**ATTACHMENT 3.**

**Building Employer Relations Matrix (updated 4.11.2017)**

<b>Organization</b>	<b>Staff Dedicated to Employer Relations</b>	<b>Tools use to track/document services</b>	<b>Referral methods for job-seeker to Business</b>	<b>Resources that can be shared with businesses</b>	<b>OJT Resources for Employers/Partners</b>
<b>North Shore Career Center</b>	- 1 Career Center Manager - 3 Business Service Reps - .5 Rapid Response Rep	-MOSES -Internal Databases (1) tracking events/results (2) weekly reports for job postings /interviews (3) virtual job order report	-sector team employment counselor and BSR make referral -sector team employment counselor or BSR follow-up with business within 3 to 4 days	LMI – for sector or general for region, WTF, OJT’s, Apprenticeships	
<b>North Shore WIB</b>	- 1 Executive Director - 1 Director of Program - 1 Project Coordinator .5 Youth Services Coordinator	-MOSES -Comm Corp -Connecting Activities -F1rstJobs -Internal tracking tools	-Wholesale side, we refer to the career center for the business linkage with job seekers	LMI- Labor Market Blue Print for both Youth and adults. Employers have access to occupational and industry data.	
<b>Department of Transitional Assistance</b>	2 Full Engagement Workers (FEW) 2- Employment Service Program (ESP) Staff representatives	-BEACON Agency Database (1) Employment Development Plan (EDP) (2) Two weekly orientations to market available training programs and job recruitments (3) EIM/ESM CIES placement data	-ESP unit coordinates on site recruitment -Jobquest link provided	Tri fold of services provided -WOTC -Demographics and number of clients by region by education level	
<b>Mass Rehab</b>	1 District Supervisor 1 Job Placement Specialist	RESUMate MRCIS -Referral to Job		OJE/OJT, Employer Conference, Sector Based	

<b>Commission</b>	1 Employment Service Specialist	Placement Team -Referral to business Account Managers		Trainings.	
<b>North Shore Community Action Programs</b>	No dedicated staff -within responsibilities of: 1 Dir of Adult Ed/Wkfc Dvlp 1 Executive Director 1 Development Coord	-SMARTT -Internal database -IECP - Individual Education & Career Plan	-On-site, curated job postings -Dir of Adult Ed.makes contact/establishes employer relationship to support and refer qualified candidates as needed	-Demographic info -Language assessments/needs assessment capabilities -Periodic job fairs	-Vendor for workplace education/training (provide training needs assessment, curriculum development & delivery, reporting, ROI)
<b>MCB</b>	<ul style="list-style-type: none"> <li>• 1 Regional Director</li> <li>• Voc Rehab Supervisor</li> <li>• 3 Voc Rehab Counselors</li> <li>• 2 Employment Service Reps</li> <li>• 3 PRE-ETS Counselors (Pre-Employment Transitional Services)</li> </ul>	<ul style="list-style-type: none"> <li>• System 7 (MCB database)</li> <li>• Project Impact</li> <li>• MCB annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• MCB Staff</li> <li>• 3 Regional One-Stops</li> <li>• ICI (Institute for Community Inclusion)</li> <li>• Project Search</li> <li>• WOU (Work Opportunities Unlimited)</li> <li>• TAP (Talent Acquisition Portal)</li> <li>• Perkins Business Partnership (PBP)</li> </ul>	<ul style="list-style-type: none"> <li>• Overview of MCB Employment Services; demographical data</li> <li>• MCB Summer Internship Program</li> <li>• WOTC</li> </ul>	<ul style="list-style-type: none"> <li>• MCB Summer Internship Program</li> </ul>
<b>Pathways, Inc.</b>	Executive Director; Director of Workforce Development	Internal data base	Direct contact with HR; hiring manager	Contextualized curriculum development; workplace education	
<b>Training Res. of America, Inc.</b>	1 Director/Advisor 1 YPP Instructor/Case Mgr. 6 teachers – ABE/ESOL	Weekly postings from career center as rec'd, Internal	Career Center postings, jobs discovered via various search methods	Various client/program services provided, i.e., computer skills as needed,	

		tracking/monitoring of: # postings students apply for, # of resumes done, # of interviews, and follow-up on jobs	online, word of mouth	interviewing skills, career readiness training via CR 101, etc.	
<b>North Shore Community College: Corporate &amp; Professional Education Division</b>	(1 )Dean (2) Sales Staff (1) Fulfillment Specialist (1) Programmer	<ul style="list-style-type: none"> <li>• Training Pro</li> <li>• ACT data base</li> <li>• Internal Tracking</li> <li>• NSCC Banner</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with Career Center</li> <li>• Site Visits</li> <li>• Internships</li> <li>• Clinicals</li> <li>• Job Fairs - CNA</li> </ul>	<ul style="list-style-type: none"> <li>• Training for incumbent and pipeline workers</li> <li>• Advisory Boards</li> <li>• Grant-writing for Workforce Training Fund</li> <li>• Awareness of other grant opportunities</li> <li>• Free Training, i.e. Supervisors</li> </ul>	Training for staff and/or employees
<b>North Shore Community College: Adult Learning Center</b>	ALC Director ACP & IET Coordinator/Advisor ALC Advisor	Quarterly follow up survey by advisors via phone calls, text or mailing	Assistance with goal-setting, MA CIS “reality check”, resume & cover letter assistance, sharing of job postings, classroom visits (1) employer review/suggestions for curriculum, (2) classroom visits to discuss career ladders and realistic work responsibilities, (3) resume review & feedback, and (4) mock interviews  All students register with	As part of the North Shore Adult Education Partnership, we have organized Job & Training Fairs with employer panels and student panels.  Referral of quality job candidates with references  Career Ready 101 completion certificates	Would love to create job shadow opportunities; could provide referrals and support assistance

			the Career Center via Job Quest		
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## Attachment 4.

<b>North Shore Career Center</b>
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Career Center Name	Address	Phone Number	Fax Number	Hours of Operation	Full Service	Access Point
North Shore Career Center - Salem	70 Washington Street Salem, Massachusetts, 10970	(978) 825.7200	(617) 727.5989	M, T, W (8:30 to 5PM) TH (8:30 to 7PM) F (9:30 to 5PM)	yes	
North Shore Career Center – Gloucester	5 Pleasant Street Gloucester, Massachusetts 01930	(978) 283.4772	(617) 727.5975	M – F (8:30 to 5PM)		yes
North Shore Career Center – North Shore Community College	Lynn – Lynn Campus Room LW-131	(781) 691.7450		M – TH (8:30 to 5PM)		yes
North Shore Career Center – Lynn Housing Authority Family Success Center	20 Wheeler Street, 2nd Floor, Lynn	(339) 883.2342		T and W (8:30 to 5PM)		yes