



www.northshorewib.com

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Date:
TO: Board of Directors
FROM: Mary Sarris
RE: **March 9, 2017** Board meeting

The North Shore Workforce Investment Board will meet on **March 9, 2017** at 8:00AM at our regular meeting location, 120 Washington Street, Third Floor Conference Room, Salem, MA. Our agenda will be as follows:

1. Chair's Report

- WIB Annual Meeting – May 11 – 12, 2017
- Officer and Membership Development
- Other

2. Transition Activities for the Workforce Innovation and Opportunities Act

- One Stop Operator Discussion and Vote – ranking of committee as approved by the Executive Committee below
 1. City of Salem
 2. ResCare
 3. United Labor Agency
- Discussion of DRAFT Agreement between the City of Salem and the NSWIB
- Memorandum of Agreement with WIOA partners - progress
- Regional Planning

3. Committee Activity

- Workforce Systems Committee
- Youth Pipeline Committee
- Skills Committee
- Partnership Committee

4. Upcoming Meeting Schedule for FY 2017 – 8:00AM

- **March 9, 2017**
- **May 11, 2017**

As always your input and leadership is needed – looking forward to seeing you all on March 9.

Mission: We put the North Shore to work

Through collaborative leadership, the North Shore WIB ensures that programming across multiple organizations and educational institutions meets evidence-based business and worker needs for highly valued skills in our very competitive labor market.

c.c. Dave McDonald, Edward O'Sullivan, Mike Medler, Maquisha Alleyne, Mark Whitmore, Will Sinatra, Kate O'Malley, Katie Crowder



BOARD REPORT

March 9, 2017

Prepared on
March 1, 2017

TABLE OF CONTENTS

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

**North Shore Workforce Investment Board
Meeting Minutes**

January 12, 2017

Those in attendance: Joe Bourgeois, Mary Zweircan (for North Shore Medical Center), Tracey Cahalane, Brian McHugh (for Brian Cranney), Steve Falvey, Diane Palter Gill (for Pat Gentile), Linda Abbott (for Marcia Griesdorf), Peggy Hegarty-Steck, Claire Murray (for Susan Jepson), Bonnie Carr (for Cathy Latham), David Manning, Patricia Meservey, Sandy Nolfi, Laurie Roberto, Steve Shea, Andrew Shapiro, Debbie Gaudet (for Diane Smith), Nancy Stager, Jocelyn Tiberii, Bill Tinti, Edward Tirrell, and Kyle Hawkins (for Thelma Williams).

Those not in attendance: Bob Bradford, Tim Doggett, Tony Dunn, Tom Lemons, Paul Mahoney, Mike McCarthy, Paula Reynolds, Sarah Stanton, and Stanley Usovicz.

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

Special Guests: Representative Paul Tucker, Jason Silva, Senator Lovely's office and Katie Kass, Senator McGee's office.

The meeting begins at 8:12am.

A quorum is present.

There was an amendment to the November 10, 2016 minutes. Katie Kass was marked as being in attendance for Senator Lovely's office, when she is a representative for Senator McGee. The minutes need to be amended for that change.

T. Cahalane motioned to amend the Nov. 10 minutes as indicated. S. Shea seconded and all members in attendance voted to approve the change.

S. Shea moved to accept the November 10, 2016 minutes as amended. T. Cahalane seconded the motion. All members in attendance voted to accept the minutes as amended.

Chair's Report

MA WIB Association Quarterly Meeting

The MA Workforce Board Association Quarterly Meeting was held in December in Chelsea, MA. There was a presentation about the Chelsea based Connect project. This project is a great example of bringing together multiple stake holders into a program that has collective accountability and funding, among other things. It is not the only program like it in the Commonwealth, but is a great example of how a program of this sort can work well.

There was another presentation from the State about New Career Center Branding. Governor Baker wants to lift the visibility of all the Career Centers and have some standardized branding. The NSWIB has been discussing the need for increased visibility for years. It would be great to have some funding from the State to assist in increasing visibility, but may not be so great to have the heavy hand that could come along with that. It remains to be seen how that will roll out. The MA WIB Association is involved with the group doing this work and will try to find a balance between having a local identity among the Career Centers and making sure businesses understand what the Career Centers are and how they are all linked.

Career Center Proposals

A lot of work has been going on with the proposals. There is a review committee meeting today at 10:00am to look at the non-price proposals. There will be other meetings to review the price proposals and ultimately rank the proposals. The ranking and findings of the review committee will be presented to the Executive Committee and on March 9, 2017 the Executive Committee will give their recommendation to the Board. At the March 9 meeting the WIB will vote on our new Career Center Operator. Please make every effort to attend the March meeting, it is very important for all members to cast their vote.

New Grants

As a region, we have received a reduction in funding due to the low unemployment rate. Now the focus is on the folks still not working. We must figure out why and provide them with the appropriate training to get them back in the workforce. The grants the WIB has applied for shows the focus on training.

The WIB applied to the Cummings Foundation to teach young high school graduates IT Skills. The WIB was not chosen for this grant.

Additional Grant Opportunities:

- Susan Schiro Foundation – Run by Susan Schiro, focuses on helping entry level workers retain employment. Susan met with Mary and Mark to discuss after hour networking events for first time employees. Her foundation is working with the North Shore and Metro North WIBs to provide these and other opportunities. The foundation will be paying for a full time staff person to set up and facilitate these events. - Received
- Talent Connect Program – A State Grant to work with longtime unemployed to provide intensive services. - Received
- NSWIB is working with NSCC, Northeast Health Systems, and North Shore Medical Center on an opportunity through Commonwealth Corporation to help people into healthcare careers, entry level CNA for example, and provide additional training for that. - In the works
- Connecting Activities – Received additional funds for youth to help them make solid career choices.
- Apprenticeship Grant – Received additional Federal funds to increase the existing apprenticeship program in Manufacturing.

- EOHED – A Federal grant for to increase our Manufacturing training. New cycle with Bunker Hill CC and two new Voc. Schools (Medford and Somerville High Schools).
- AMP it UP – Received additional funds for teacher externships.
- Tech Hire Grant – Through Mount Wachusett CC, subcontracted with NSWIB. Will be doing other cycles with that money.

An invitation will be sent out soon for an event on February 15, 2017 at Analogic. Working with North Shore Alliance for Economic Development, Enterprise Center, and North Shore Technology Council to begin a yearlong discussion of technology needs in the North Shore Region. The New CEO of Analogic, Greg Parks will be the Keynote Speaker.

WIOA Policy Updates – Vote

Every other meeting the WIB plans to have reviewed 2-3 policies and update them to reflect the language necessary to adhere to the new WIOA guidelines. Today there are three policies for youth and adults. The policies and how they have been updated are as follows:

- Policy P-02 (Outreach, Intake and Case Management) – updated to include new methods of outreach including social media, intake process with Pathways Team, and basic case management/case plan details
- Policy P-10 (Programmatic Monitoring) – updated to include language on WIOA as details on monitoring sub-recipients of federal funding (youth vendors) as well as ITA vendors
- Policy P -08 (Preferred Vendor Review Process)
-updated to include language on WIOA
-Proposed Local Standards
 - Completion Rate (including the attainment of a credential): 85%
 - Entered Employment Rate: 75%
 - Placement Wage: \$13.00 per/hour

A brief discussion of the policies and the updates ensued.

Vote:

Policy P-02 – S. Shea moved to approve the policy as updated, S. Nolfi seconded the motion. All members in attendance voted to approve Policy P-02 as updated. None opposed.

Policy P-08 – S. Falvey moved to approve the policy as updated, S. Shea seconded the motion. All members in attendance voted to approve Policy P-08 as updated. None opposed.

Policy P-10 – S. Shea moved to approve the policy as updated, S. Falvey seconded the motion. All members in attendance voted to approve Policy P-10 as updated. None opposed.

WIOA Partnership Activities

WIOA requires the WIBs to enter into partnerships through MOUs with the following partners:

- Wagner Peyser/Employment Service
- Vocational Rehabilitation (Mass Rehab, Mass Commission for the Blind)
- Adult Education (Pathways, NS Community College, TRA, NSCAP)
- Senior Community Services Employment Program (Operation A.B.L.E.)
- Unemployment Services
- Department of Transitional Assistance (added by Commonwealth of Massachusetts)

The theory is the One-Stop Career Center should be the vehicle for these partners to place their customers. The role of the WIB is to be sure the partners see the Career Center as “their” career center and that career center responds appropriately to their customers. This has not always been the case and some partners have felt the One-Stops have not met the needs of their customers.

For the most part, the NSCC has good relationships with these folks. The NSCC is also almost fully accessible to people with disabilities or needs that keep them from being your “typical” job seeker.

The WIB’s job is to develop a formal MOU that starts on July 1, 2017, that the WIB will approve and sign, and that makes sure the Career Center has all the systems in place to work with these groups. The goals of the partnership are to build employer relationships, strengthen relationships between partners and Career Center Staff, improve data collection, and share costs of the One-Stop Career Center system.

The North Shore Partners have been meeting since September – learning about partner services. There was a state-wide meeting on December 5th where the Secretaries and Commissioners of the various partner agencies met and discussed how to make this work. Through the WIB/Partner meetings, the groups will develop overall tasks and workgroups to finalize the MOU, which needs to be in place by June 26, 2017.

The workgroups and their roles are:

Building Employer Relations

- Shared Business information;
- Shared tools used to research and perform business outreach; and
- Unified referral process for business customers.

Strengthening Relations among Partners

- Strengthen relationships between sector specialists;
- Develop concept of out-stationing at Career Center or with partners; and
- Ways to effectively cross train staff.

Improving Data Collection

- Identify ways to share customer data; and
- Develop and document referral procedure that can be tracked and monitored.

Shared Costs

- Identify needs of shared customers; and
- Develop additional goals based on needs.
- Promote local/regional programmatic efforts to state leadership for the betterment of shared customers.

The overall tasks of the WIB are to:

- oversee and develop local partnership MOU;
- manage work groups and sharing of information;
- identify and align shared customer services flow/referral process; and
- address issues of mutual concern.

The biggest challenge is figuring what the costs for the agencies will be and how they will be spent towards the general operation of the career center.

Regional Planning Process

The NSWIB will be working with the Merrimack Valley WIB and the Greater Lowell WIB on a 4 year regional plan. This planning will focus on Workforce (Workforce Development Boards and Partners), Education (Community Colleges, K-12 including Voc. Tech. schools, and State Universities), and Economic Development (Mass Office of Business Development, Reg. Economic Development offices, and Reg. Planning Agencies) to bring together these groups in order to support our demand-driven economy (businesses and their workforce needs).

These three WIBs have been working together in the past, but now it will result in a formal document. Some examples of regional activities to date are listed below.

- Northeast Advanced Manufacturing Consortium – including training and apprenticeships
- Future of Work Survey
- Sharing Labor Market Information
- Discussions around WIOA policy issues
- Customer Centered Design Activities
- STEM Pipeline Initiative

The group was given written updates on the sub-committee meetings in December. More information can be found at www.northshorewib.com.

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, March 9, 2017 at 8:00am.

Respectfully submitted by Maquisha Alleyne.

CAREER CENTERS DIVISION

Customer Count

New Customers

	Jan, 17		Actual YTD		Jan, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
Youth Career Center	3	59	95	708	132
Salem – The Hub	369	283	2361	3391	3222
Gloucester -AP	50	34	257	413	353
NSCC – AP	62	45	485	542	451
Family Success Center-AP	30	10	201	112	111
Peabody Institute -AP	13	6	73	74	64
Total*	486	417	3060	5002	3810

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

Total Customers Served

	Jan, 17		Actual YTD		Jan, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
Youth Career Center	94	122	395	1460	132
Salem – The Hub	1033	426	4004	5117	5310
Gloucester -AP	131	50	471	601	566
NSCC – AP	138	52	679	619	549
Family Success Center-AP	39	10	202	117	119
Peabody Institute -AP	15	6	76	75	66
Total*	1348	583	5091	7000	5820

**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)

	Jan, 17		Actual YTD		Jan, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
Youth Career Center	1	6	30	73	5
Salem–The Hub	76	57	621	687	899

Gloucester-AP	14	5	88	62	80
NSCC –AP	22	6	131	65	77
Family Success Center-AP	3	1	32	13	15
Peabody Institute-AP	1	1	13	10	11
Total*	83/6%	76/13%	705/14%	910/13%	715/12%

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

Customer Satisfaction – Results for December 2016 to January 2017

*Job Seeker**

System-Wide (n = 129)	Excellent	Good	Fair	Poor
Were you satisfied with the results of your visit?	81 (64%)	39 (30%)	4 (3%)	5 (3%)
Gloucester (n=9)	5 (56%)	4 (44%)	0 (0%)	0 (0%)
Salem (n=112)	72 (64%)	33 (29%)	3 (3%)	4 (4%)
Access Points (n=8)	4 (50%)	2 (25%)	1 (12.5%)	1 (12.5%)

Employer

System-Wide(n = 6)	Excellent	Good	Fair	Poor
Overall satisfaction with Career Center services.	3 (50%)	3 (50%)	0 (0%)	0 (0%)

Employer Services

	Jan, 17		Actual YTD		Jan, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/16	Actual
New Employer Accounts	82	50	506	600	440
Total Employers Served	203	117	1233	1400	752
Number of Employers Listing Job Orders	49	42	407	500	363

TRAINING DIVISION / WORKFORCE INNOVATION & OPPORTUNITY ACT

Overall WIOA Activity

	YTD Actual	Planned Thru End of Grant	Jan, 16 YTD
Adult	56	97	85
Dislocated Worker	175	120	136

Overall WIOA Placement

	YTD Actual	Planned Thru End of Grant	Jan, 16 YTD
Adult	15	54	27
Dislocated Worker	34	73	23

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

Vendor	Number Served	Placement Rate	Average Wage	Number Served in FY 16
North Shore CC	31	100%	26.97	105
Salem State University	10	NA	NA	9
William George	6	100%	72.12 (150,00/Yr)	16
Millennium	5	NA	NA	17
American Graphics Institute	4	NA	NA	1
American Red Cross	3	100%	13.75	7
New England Tractor Trailer	3	100%	26.50	10

YOUTH DIVISION

Workforce Innovation & Opportunity Act Programs

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 16
Action, Inc.	21	4	3/\$10.67	35
Catholic Charities	33	14	7/\$10.86	47
Girls, Inc.	17	4	NA	24
North Shore CDC	6	4	1/\$10.00	6

	Goal	Actual
Student Work and Learning Experiences	350	402

WBLP and Career Development Activities:

During this quarter, Connecting Activities (CA) staff continued to provide Career Awareness and Career Exploration workshops, to assist students with works readiness development at the following schools: Beverly High School, Fecteau Leary Alternative High School in Lynn, KIPP Academy Lynn, Lynn Classical High School, Marblehead High School, Peabody Learning Academy, Peabody Community High School, Salem High School-Vocational & Special Education Students and Swampscott High. CA staff facilitated some 44 workshops which included modules from Signal Success curriculum supplemented by Youth Career Center created workshops.

CA Staff continue work with school liaisons at Lynn Vocational Technical Institute to plan for 2017 workshops and events.

In January WIB & CA staff hosted a meeting with DESE CA Coordinator and CA database Manager who shared updates on funding, strategy and changes to MA WBLP.

Danvers High School Vice Principal, Mark Strout and Peabody Learning Academy Principal, Seith Bedard attended and provided updates of programs at their schools.

Youth Career Center staff worked with employers to instruct on the usage of the MA WBLP as needed. New job placements this quarter include:

Professional Development:

- Staff attended community meetings for Lynn Continuum of Care Youth and Education Subcommittee, North Shore Continuum of Care, Salem Public Schools, Shannon Committee, Safe & Successful Youth Initiative (SSYI), NSWIB Youth Pipeline
- Staff participated in training:
 - Microsoft Excel training-forms and worksheets
 - WIOA Performance Planning Webinar

Employer Outreach:

Communication with local businesses to identify employer needs and opportunities included Francesca’s Collection, GNC, Gymboree and Zumiez in Peabody; Adriatic, Cranney and Walmart in Salem; American Furniture, John’s Roast Beef, Kelly Honda, NAPA Auto Parts, Rainbow Apparel and Shell Gas in Lynn; Staples in Swampscott.

In addition to ‘private businesses’, we worked with local non-profits (Haven from Hunger- Peabody, Haven Project and Girls Inc.-Lynn and City of Lynn: YMCA & Highland Coalition) to place 26 youth for our year round Youth Works grant. Many of these youth receive support from the Connecting Activities program in terms of career readiness workshops at their schools and additional support from our CA staff.

Highlights:

One of our youth, Jonathan, a 2015 Lynn English High School graduate who worked in our First Jobs summer program for the past two summers and a current North Shore Community College (NSCC) student, responded to a job posting the Youth Career Center posted on the Facebook page. He applied, interviewed, and landed a job at the NSCC Book Store!

The NSWIB has been awarded another “Amp it Up” grant from Mass Development. This grant will provide the resources to continue our STEM teacher externship program at local manufacturing companies. Additional resources will cover career speakers, buses for field trips, and other related career exploration activities related to manufacturing.

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

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<u>REVENUE</u>					
Current Year Grants	\$4,154,469	\$1,268,816	-	\$2,885,653	69.5%
Current Year Income	148,472	148,472	-	0	0%
Prior Year Carry-in	1,574,536	1,398,858	-	175,678	11.2%
Total Revenue	\$ 5,877,477	\$2,816,146	-	\$3,061,331	52.1%
<u>EXPENSES + OBLIGATIONS</u>					
<i>Admin Expenses</i>					
Personnel	\$304,419	\$162,156	-	\$142,263	46.7%
Expenses	76,586	44,884	-	31,702	41.4%
Total Admin Expenses	\$ 381,005	\$207,040	-	\$173,965	45.7%
<i>Program Expenses</i>					
Personnel	1,772,558	\$919,794	-	852,763	48.1%
Individual Training Accounts	695,990	241,938	191,493	262,559	37.7%
Supportive Services	66,174	19	32,402	33,753	51.0%
Youth Jobs	459,249	400,971	27,368	30,910	6.7%
Other Training	706,357	239,996	280,704	185,657	26.3%
Other Program Costs	706,196	351,281	14,672	340,242	48.2%
Business Services Costs	107,824	59,197	-	48,626	45.1%
Total Program Expenses	\$4,514,347	\$2,213,197	\$546,639	\$1,754,511	38.9%
Total Expenses & Obligations	\$4,895,352	\$2,420,237	\$546,639	\$1,928,476	39.4%
Planned Carry-Out	\$982,125				

Budget-Actual Summary by Program
As of January 31, 2017

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<u>Federal Funds</u>				
Disability initiative Project (DIP), FY 16	\$108,578	\$61,500	\$47,078	43.4%
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	51,885	271,031	83.9%
Rapid Response – State Staff, FY17	13,991	3,077	10,914	78.0%
Re-employment Eligibility Assessments, FY17	55,426	55,426	0	0.0%
Sector Partnership NEG – FY16	79,175	34,232	44,943	56.8.8%
Talent Connect – FY 17	13,242	7	13,235	100.0%
Trade Adjustment Assistance Case Management, FY17	38,791	18,770	20,020	51.6%
UI Walk-in, FY17	18,391	3,981	14,410	78.4%
Vets: Disabled Veterans Outreach Program, FY16	16,356	16,356	0	0.0%
Vets: Disabled Veterans Outreach Program, FY17	12,896	2,543	10,353	80.3%
Wagner Peyser ES 90%, FY16	31,073	4,562	26,511	85.3%
Wagner Peyser ES 90%, FY17	42,761	18,707	24,054	56.3%
Wagner Peyser ES, 10% FY17	23,206	11,641	11,565	49.8%
WIOA Formula Funds: Adults	750,572	341,763	408,809	54.5%
WIOA Formula Funds: Dislocated Workers	838,752	590,179	248,573	29.6%
WIOA Formula Funds: Youth	573,094	446,889	126,205	22.0%
WIA/WIOA Formula Funds: Administration	187,947	111,605	76,342	40.6%
<i>Total Federal Funds</i>	<i>\$3,293,580</i>	<i>\$1,927,015</i>	<i>\$1,366,566</i>	<i>41.5%</i>

Budget-Actual Summary by Program
As of January 31, 2017

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<u>State & Local Funds</u>				
Amp it up	10,000		10,000	100.0%
DCS – Jobs for Veterans State Grant	6,125	6,125	0	0.0%
DESE: Adult Career Pathways, Program 541, FY17	157,590	148,122	9,468	6.0%
DESE: Connecting Activities, FY17	95,189	33,439	61,750	64.9%
DTA FY17 Competitive Integrated Employment Services	170,607	51,339	119,268	76.2%
Earned Funds	7,368	2,946	4,422	60.0%
EOHED FY 17	36,325	0	36,325	100.0%
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	104,359	130,266	55.5%
Tech Hire FY 17	66,263	0	66,263	100.0%
Workforce Training Fund: WIB Support, FY17	95,000	43,148	51,852	54.6%
YouthWorks – Summer 2016	545,113	544,635	478	0.1%
YouthWorks – Year Round	65,968	40,998	24,970	37.9%
<u>Total State Funds</u>	<u>\$1,601,772</u>	<u>\$1,039,861</u>	<u>\$561,911</u>	<u>35.1%</u>
TOTAL FUNDS	\$4,895,352	\$2,966,876	\$1,928,476	39.4%

NORTH SHORE WORKFORCE INVESTMENT AREA

MEMORANDUM OF AGREEMENT BETWEEN

THE NORTH SHORE WORKFORCE INVESTMENT BOARD

AND

THE MAYOR OF THE CITY OF SALEM

This Agreement is made by and between the North Shore Workforce Investment Board, (hereinafter referred to as NSWIB), and the Mayor of the City of Salem, as the Chief Elected Official of the North Shore Workforce Investment Area (hereinafter referred to the “Mayor”), as each is herein described.

Witnesseth That:

Purpose

Whereas the Governor of the Commonwealth of Massachusetts has designated the Cities of Beverly, Gloucester, Lynn, Peabody, and Salem, and the Towns of Danvers, Essex, Hamilton, Ipswich, Lynnfield, Manchester, Marblehead, Middleton, Nahant, Rockport, Saugus, Swampscott, Topsfield, and Wenham as the North Shore Workforce Development Area under the Workforce Innovation and Opportunity Act of 2014 (hereinafter referred to as “WIOA”); and

Whereas under the provisions of the WIOA, the Chief Elected Official designated as the workforce development lead in the North Shore Workforce Development Area is the Mayor of the City of Salem, Massachusetts; and

Whereas the Governor of the Commonwealth of Massachusetts, acting through the Department of Career Services, has certified the NSWIB as meeting all requirements of a Workforce Development Board; and

Whereas, the WIOA requires that the Chief Elected Official and the applicable Workforce Development Board enter into a formal agreement concerning the procedures for the development of the region’s Strategic Workforce Development Plan (the “Plan”) and the designation of an entity to be the grant recipient of WIA funds and an entity to administer the workforce development plan; and

Whereas, the WIOA requires that Workforce Development Boards shall, subject to the policies of the Commonwealth, provide leadership, management, policy, and oversight for all workforce development programs, including oversight and management of One Stop Career Centers, training, and placement programs, and employment-related educational programs within their jurisdiction; and

Whereas, the Mayor and the NSWIB agree to work together in the evaluation, management, growth, and support of a quality workforce development system that services the needs of individuals and companies and that ensures the economic well being of our communities, the roles and responsibilities outlined below presupposes a willingness to collaborate and

communicate, a respect for each other's interest, and a recognition that success can only be attained by a true partnership;

Now therefore, in consideration of the promises and the mutual covenants and obligations contained herein, the NSWIB and the Mayor do hereby agree to the following provisions as the governing principles of the partnership between them for the workforce development system for the region:

I. THE PARTIES.

The parties to this Agreement are:

- A. The North Shore Workforce Investment Board ("NSWIB") with offices located at 70 Washington Street, Salem, MA. 01970 or at such other location as the NSWIB shall, in writing, inform the Mayor and City of Salem.
- B. The Mayor of the City of Salem, ("Mayor") and the City of Salem acting by and through its Mayor, with offices located at Salem City Hall, 93 Washington Street, Salem, MA. 01970, or at such other location as the Mayor of Salem shall, in writing, inform the NSWIB.

The Mayor is the Chief Elected official for the North Shore Workforce Development Area pursuant to the terms of the WIOA.

II. ROLES AND RESPONSIBILITIES

A. JOINT FUNCTIONS OF THE CEO & LOCAL BOARD (20 CFR §679.310 and 679.370)

1. The NSWIB shall develop a budget for the purpose of carrying out the duties of the NSWIB, including the North Shore One Stop Career Center system, and for ensuring that the Plan developed by the Board and CEO is properly funded. The Mayor of Salem must approve the budget. (679.370) Should a disagreement between the NSWIB and the Mayor arise over this budget, the Chair of the NSWIB and the Mayor will meet to resolve such differences. If a resolution not be reached, the dispute procedures outlined in Sec. 5 of this agreement shall be implemented.
2. The NSWIB, in partnership with Mayor of Salem, shall develop the vision, goals, objectives, and policies for the local workforce development area. The vision should be aligned with both the economic development missions for the local area and Massachusetts Workforce Development Boards' goal. (679.310)
3. The NSWIB, in partnership with the Mayor of Salem, shall develop and submit to the Governor, a local strategic plan that meets the requirements in Section 108 of the Workforce Innovation and Opportunity Act. (679.310 & 679.370) This plan will outline the needs of the North Shore supply and

demand side of the labor market and how the WIB and Mayor will respond and address these needs.

4. The NSWIB, with the agreement of the Mayor of Salem, shall designate or certify one-stop operator(s) and may terminate for cause the eligibility of one-stop operators. [679.370 (k). Both parties agree to ensure that the process through which this happens is consistent with existing conflict of interest laws.
5. The NSWIB, in partnership with the Mayor of Salem, shall conduct oversight with respect to local programs of youth (under the WIOA sec. 129(c)), adult, and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire one-stop delivery system in the local area. (679.370)
6. The NSWIB, in partnership with the Mayor of Salem, will ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA sec. 116. (679.370)
7. The NSWIB, in partnership with the Mayor of Salem, will negotiate and reach agreement on local performance indicators. (679.370)

B. The Mayor of the City of Salem.

1. Appoints members of the NSWIB in accordance with WIOA, ensuring that membership reflects the economic structure of the North Shore

The Mayor of Salem may convey voting privileges to non-required NSWIB members. (679.320). The Mayor will ensure that the NSWIB implements by-laws, consistent with State policy, that discusses the nomination process used to elect the Board Chair, staggered term limitations, notification of board vacancies by the Board to the Mayor to ensure prompt nominations, and voting rules, including the use of proxies/alternative designees, technology such as phone and web-based meetings. Such by-laws will also include processes to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities, along with other conditions governing appointment or membership on the State board.

2. Represents Interests of Lead Officials

The Mayor shall represent the interests of all the Lead Elected Officials of all the cities and towns within the Workforce Development Area by exercising authority relative to all policies, procedures, and objectives as

outlined in the WIOA, including Plan preparation. This process encourages input from all cities and towns within the Workforce Development Area while acknowledging that it is the City of Salem that has the financial liability to the Federal Government and the Commonwealth for the overall administration of the programs and its funds.

In addition to providing review and comment on the Plan, the Mayor will periodically, i.e., no less than annually but more often if the need arises, convene the Lead Elected Officials of the Workforce Investment Area to update them on activities, listen to their concerns and communicate these concerns to the NSWIB for inclusion into future activities. These meetings may be part of the North of Boston Mayors Group convened by the Metropolitan Area Planning Committee. Staff and Board members from the NSWIB will attend these meetings if so requested by the Mayor.

The involvement of other Chief Elected Officials from the North Shore WDA, in addition to those of the City of Salem and the NSWIB, are articulated in a formal MOA attached as an addendum to this agreement.

3. Acts as Grant Recipient & Administrative Agency

Under the direction of the Mayor of Salem, the City of Salem is the designated grant recipient and administrative entity for, and agrees to assume liability for, all funds received on behalf of the Workforce Investment Area that require these services. In this capacity, the City of Salem shall receive and administer all funds derived for the Workforce Development Area, by formula or other process for the WIOA and any other funds for similar purposes subject to the approval of the NSWIB.

The City of Salem shall partner with the NSWIB to obtain all funds applicable and available for the Workforce Development Area through public or private grants that are not based on a formula distribution, and shall endeavor to maximize the funding available to support workforce development programs in the Workforce Development Area.

Funds shall be disbursed under the direction of the NSWIB following the systems and procedures used by the City in its normal operation of business, including procurement and purchase order systems, and any other relevant fiscal system. To assure appropriate control over financial activity, the City's CFO will be a full Board member and a member of the Board's Executive Committee. In addition, all procurements will be conducted through the City's Purchasing Department. The intent of this collaboration is to ensure expedient and proper expenditure of funds based on NSWIB policy decisions within the letter and intent of City rules, regulations, and ordinances.

C. The North Shore Workforce Investment Board (the Workforce Development Board for the North Shore)

1. **Local Plan** – The NSWIB, in partnership with the Mayor of Salem, shall develop and submit a local plan to the Governor that meets the requirements in section 108.
2. **Workforce Research and Regional Labor Market Analysis** – In order to assist in the development and implementation of the local plan, the NSWIB shall –
 - Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) in the region described in section 108(b)(1)(D), and regularly update such information;
 - Assist the Governor in developing the statewide workforce and labor market information system described in section 15(e) of the Wagner-Peyser Act (29 U.S.C. 491-2(e)), specifically in the collection, analysis, and utilization of workforce and labor market information for the region; and
 - Conduct such other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.
3. **Covenying, Brokering, Leveraging** – The NSWIB shall convene local workforce development system stakeholders to assist in the development of the local plan under sections 108 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. The NSWIB will negotiate with required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with §678.715 of this chapter *or will* notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism.
4. **Employer Engagement** – The NSWIB shall lead efforts to engage with diverse range of employers and with entities in the region involved –
 - to promote business representation on the NSWIB;
 - to develop effective linkages w/employers in the region to support employer utilization of the local workforce development system & support local workforce investment activities;
 - to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication,

coordination, and collaboration among employers, economic development entities, and service providers;

- to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as establishment of industry/sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

5. **Career Pathways Development** – The NSWIB, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals' w/barriers to employment.

6. **Proven & Promising Practices** – The NSWIB shall lead efforts in the local area to -

- identify and promote proven & promising strategies/initiatives for meeting the needs of employers, and workers and jobseekers to the one-stop delivery system;
- identify/disseminate information on proven & promising practices carried out in other local areas for meeting such needs.

7. **Technology** – The NSWIB shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers by –

- Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
- Facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
- Identifying strategies for better meeting the needs of individuals with barriers to employment
- Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

8. **Program Oversight** – The NSWIB, in partnership with the Mayor of Salem, shall conduct oversight for local workforce investment activities and ensure the appropriate use and management of the funds.

For workforce development activities the NSWIB, in partnership with the Mayor of Salem, shall ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.

9. **Negotiation of Local Performance Accountability Measures** – The NSWIB, the Mayor of Salem, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in section 116(c).

10. **Selection of Operators and Providers** –

- Consistent w/section 121(d), the NSWIB, with the agreement of the Mayor of Salem –
 - a) Shall designate or certify one-stop Career Center operators in a manner that is consistent with existing conflict of interest laws.
 - b) May terminate for cause the eligibility of, and/or the contracts with, such operators
- Consistent with section 123, the NSWIB–
 - a) Shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis
 - b) May terminate for cause the eligibility of and/or contracts with, such providers
- The NSWIB will ensure that consumer choice requirements for training services are implemented and respected by:
 - a) Determining the initial eligibility of entities providing a program of training services, renewing the eligibility of providers, and considering the possible termination of an eligible training provider due to the provider’s submission of inaccurate eligibility and performance information or the provider’s substantial violation of WIOA;
 - b) Working with the State to ensure there are sufficient numbers and types of providers of training services (WIOA sec. 107(d)(10)(E);
 - c) Ensuring the dissemination and appropriate use of the State list through the local one-stop delivery system;
 - d) Receiving performance and cost information from the State and disseminating this information through the one-stop delivery systems within the State and;
 - e) Providing adequate access to services for individuals with disabilities.

Working with the State, the NSWIB will ensure that consumer choice requirement for a wide array of **career services** are implemented and respected by holding the chosen One Stop operator to high quality standards in the provision of these services and terminating contracts should this quality not be consistently maintained. The NSWIB will ensure sufficient access to services for individuals with disabilities, including opportunities that lead to integrated, competitive employment for individuals with disabilities; and sufficient access for adult education and literacy activities.

11. **Coordination With Education Providers** –

In general – the NSWIB shall coordinate activities with education and training providers in the local area and ensure that legally binding and clear applications and agreements are in place for all education and training programs.

12. Budget and Administration –

The NSWIB shall develop a budget for the activities of the NSWIB and Career Center on the North Shore, consistent with the local plan and the duties of the NSWIB under this section, subject to approval of the Mayor of Salem. The NSWIB will follow all City of Salem fiscal rules and policies as this budget is expended. The NSWIB and the Mayor of Salem will, from time to time, consider applying for a 501(c)(3) status should it be determined that such a status would be beneficial to the North Shore Workforce Development system.

13. Accessibility for Individuals With Disabilities

The North Shore WIB shall annually assess the physical and programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one-stop centers in the local area and ensure that the Center is in full compliance with accessibility laws and regulations.

The NSWIB will conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about its activities, including:

- (a) Information about the Local Plan, or modification to the Local Plan, before submission of the plan
- (b) List and affiliation of NSWIB members
- (c) Selection of one-stop operators
- (d) Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities
- (e) Minutes of formal meetings of NSWIB and
- (f) Local NSWIB by-laws, consistent with §679.310(g).

III. LOCAL GOVERNANCE, FINANCIAL ARRANGEMENTS AND BUDGETING

A. Budget Development Process

- 1. Development: The NSWIB will develop a budget for all programs and grants provided to the area for each fiscal year. The budget shall be based upon the approved Plan and any further documents developed for programs and services offered under NSWIB jurisdiction. Included in this budget will be funding needed to support NSWIB roles, including One Stop Career Center

activities, and funding needed to support related City of Salem functions. This budget shall be prepared prior to the start of each fiscal year and provided to the appropriate City of Salem officials in sufficient time to establish books of account for the fiscal year.

2. Modifications: Subsequent modifications to the approved budget, if necessary, shall be made by the NSWIB as each year progresses in a manner similar to the preparation of the original budget, as described above.
3. Best Efforts: Notwithstanding the above, the parties understand that neither of them is in control of the fluctuations and nuances of the state and federal budget processes, but each of them pledges to use their best efforts to work within such constraints to achieve the ends envisioned in this Agreement.

B. Structure and Staffing

As a part of the budgeting process, the NSWIB will determine the organizational structure and staffing needed to carryout workforce development mission and goals. Based on a history of close collaboration between the City and NSWIB, it is agreed that the City will provide the NSWIB with all fiscal services, including acting as the employer of record for NSWIB employees. The City of Salem Personnel Policies will be the primary vehicle under which the staff will be managed. These policies may be customized as needed to meet the needs of the NSWIB as a grant funded entity. From a reporting standpoint, NSWIB employees will report to the Executive Director of the NSWIB, who will be primarily supervised by the Chair of the NSWIB, in partnership with the Office of the Mayor.

IV. RESOLUTIONS OF DISAGREEMENTS

A. General Goal

It is the joint authority and responsibility of the NSWIB and the City of Salem to ensure effective service delivery, which provides the most beneficial mix of program services to the eligible individuals and employers of the Workforce Development Area.

B. Conflict Resolution

In the event the parties cannot reach agreement on any issue pertinent to the responsibilities placed on them as partners in workforce development, at the initiation of any of them, they shall jointly meet as soon as possible to discuss and attempt to resolve such disagreement. The NSWIB Chair, the NSWIB Executive Director, and the Mayor of the City of Salem shall attend such meetings. In the case of unresolved issues, and to the extent that no other process is mandated by law, the issue shall be submitted to binding arbitration before a neutral arbiter agreed upon by both the Mayor and the Chair of the NSWIB, who is selected from a panel of at least three such neutrals proposed by the American Arbitration Association. The Mayor and the NSWIB shall share equally the cost of the arbiter. The parties agree to accept and implement the arbiter's ruling unless it is contrary to law.

V. TERM OF AGREEMENT

The initial term of this agreement will commence on July 1, 2017. This agreement, with modifications necessitating from changes in law or regulations, will automatically renew annually, unless either party delivers advance written notice to the Mayor of Salem or the Chairperson of the NSWIB, as the case may be, of its intention to terminate the agreement. Such notice shall be provided no later than March 1 of the year in which the agreement then in force terminates.

VI. AMENDMENTS

Amendments to this Agreement may be made only if agreed upon in writing and signed by the NSWIB and the Mayor of the City of Salem. In addition, this Agreement will be modified should there be a new Chief Elected Official or a new WIB Chair.

For the NSWIB:

For the City of Salem:

Nancy Huntington Stager
Name

Kimberley Driscoll
Name

Date

Date