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Agenda
Workforce Systems Committee
June 21st, 2018
8:00AM

70 Washington Street, WIB Conference Room - Salem

Membership: Jenae Miklowcic, Paul Mahoney, Brian Cranney, Tim Doggett, John Keenan, Lauren Hubacheck, Tom Lemons, David Manning, Mike McCarthy, Patricia Gentile, and Dianne Palter-Gill

I. Introductions

II. Review of Objectives and Goals for FY 2018 and NSWIB Strategic Plan

III. One Stop Certification – review and discussion of certification

IV. One Stop Monitoring – results of WIB first time review

V. WIOA Partnership MOA 'Refreshed' – *update*

VI. Regional Planning Draft Labor Market Blue Print – *update*

VII. Future of Work on the North Shore - *update*

VIII. MassHire – *update*

IX. Adjournment

Next Meetings: October 18, 2018; December 20, 2018; February 21, 2019; April 18, 2019; June 20, 2019

WORKFORCE SYSTEMS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 1: THE NORTH SHORE WIB WILL IMPROVE AND ENHANCE THE WORKFORCE SYSTEM (INCLUDING THE NORTH SHORE CAREER CENTER AS WELL AS WIOA AND OTHER PARTNERS) TO RESPOND TO CURRENT AND FUTURE DEMAND AND SUPPLY CHALLENGES ON THE NORTH SHORE AND WITHIN THE NORTHEAST REGION.

MAJOR THEMES FOR FY2018

- One Stop Contract and Performance of the North Shore Career Center
- Translating 'Future of Work' and Labor Market Information for all stakeholders
- New and Targeted Funding
- Helping Priority Populations
- WIOA Partners and Memorandum of Understanding
- Advocating/Addressing Economic Development
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Objective #1: The North Shore WIB will build upon the capacity of the North Shore Workforce System as led by the North Shore Career Center to respond to labor market needs by implementing and fulfilling the requirements of the Career Center contract, including the WIOA Partner MOU.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Monitor and oversea the One-Stop Contract and Certification Process	2018-2020	Quarterly review of WIOA and local standards and goals set in Career Center Contract, including: Cost Effectiveness, Integrated Services, Federal and Local Performance, Demand Driven, Access for Job Seekers and Business, Leadership and Management. Meeting a minimum score of 3 or higher in all of these categories. Document services and cost sharing among WIOA Partners and evaluate its impact in relation to the ability to serve, train and place shared customers into quality jobs with career potential, as indicated in the WIOA Partner MOU

Objective #2: Increase coordination and collaboration with educational, human service and government organizations (including WIOA mandated partners) to increase understanding and expertise in relation to serving the business customer and on placing all job seekers into critical vacancies in the region.

Develop/expand recruitment efforts in partnership with companies, e.g., company tours for career center and partner staff	2018-2020	6 company tours for Career Center and WIOA partner staff. Develop company tour opportunities for Career Center customers, including shared customers.
Incorporate and market Apprenticeships and other related business services in collaboration with WIOA Partners in region	2018-2019 2018 2018-2019	Documented Apprenticeships and related services within the region. Document results of pilot business project (as outlined in Career Center Contract) and share learnings with WIOA Partners. Provide training for Career Center and WIOA Partner Staff on the Future of Work results and how to use this in with job seeker and company customers.
Develop framework for 'Career Coaching' model for individuals that can be shared amongst partner agency's	2019	Model is in place and being utilized with Career Center staff/WIOA Partners.

Other research efforts

In coordination with WIOA Partners, research how best to determine and develop Learning Skills and Technology Fluency in job seeker customers
Learn about the training capacity and culture within companies that we serve, e.g., companies that have training staff, use consultants, etc. so we can understand where and how workers are continually learning on the North Shore
Develop tools to communicate details of the FOW study to Career Center staff, job seeker and business customers, etc. in an efficient and effective manner
Study how companies are hiring staff in this tight economy
Develop method for companies to refer unsuccessful candidates to the career center
Shared customer data is documented and validated on a regular basis with all WIOA partners

Metro

Help wanted, but not from older workers: Many struggle to find jobs as employers post openings

KEITH BEDFORD/GLOBE STAFF

Justin O'Connor handed a customer an iced coffee as he worked in the Fuller Cup coffee shop in Winchester.

By Robert Weisman

GLOBE STAFF JUNE 14, 2018

It's late afternoon at the Venture Café in Cambridge's Kendall Square. The tables are teeming with techies in T-shirts, sipping beer and pecking on laptops. Everybody works for a

startup, every startup is hiring — now or soon — and every new hire seems younger than the last.

"I'm feeling old," jokes Xhulia Bratja, a manager at a fledgling data analytics firm, who turns 25 this week.

Eight miles north, Justin O'Connor, 65, pours coffee for customers at the cozy Fuller Cup in Winchester. O'Connor, a longtime supply chain manager for telecom companies, hasn't worked full time in his field since he was laid off in 2010.

"I've gone to job interviews where I was the perfect fit," O'Connor said. "They can't find qualified applicants. In some places, I say, 'You guys need some gray hair.' I do great in the interview. . . . Then I don't get the offer."

A decade after the 2008 recession, the Boston area and many other parts of the United States are experiencing the tightest labor market in recent memory. But some older workers say even the pressure of a 3.9 percent jobless rate isn't enough to overcome the age bias they believe has wrecked their prospects in the fields where they built their careers. Many of them, like O'Connor, are tech workers who were laid off in the aftermath of the recession and have struggled to find similar jobs with comparable pay.

"They don't value your experience," said Arnie Bearak, 63, a longtime software developer from Needham. He lost his job at Comverse Technology in Wakefield in 2007 and has been looking for full-time employment while working on and off at contract jobs.

Later this year, the Baker administration will launch a new program aimed at boosting the fortunes of older workers. It plans to make Massachusetts the first state to give "age-friendly" stamps of approval to employers that hire people of all ages — and that have policies, such as flexible hours and family leave, benefiting workers across the age spectrum. As part of the effort, state officials hope to post a list of age-friendly employers on a website for full-time or part-time job-seekers.

"We're trying to get people to rethink their policies toward older workers," said Marylou Sudders, the secretary of health and human services. "This is the largest labor pool we have, and we see this as an opportunity for employers in the state."

Some employers, especially in the health care and nonprofit sectors, already view older workers as untapped resources who can bring highly developed skills and strong work ethics to their organizations. For example, more than a third of the 2,600 employees at Tufts Health Plan in Watertown are over 50.

"If we're not tapping into the whole workforce, we're handicapping ourselves," said Lydia Greene, the health insurer's chief human resources officer.

Advocates and researchers say older workers are passed over for a number of reasons. Employers are afraid their skills aren't up-to-date, or that older workers will demand higher wages and boost health insurance costs because they're more likely to get sick. And stereotypes are rampant: Older people can't learn new things, aren't good with technology, and reject new ideas.

"These perceptions have somehow invaded our workplace, and it's hard for people to unlearn them," said Doug Dickson, board chair of Encore Boston Network, a group that helps people over 50 find work, chiefly in the nonprofit sector.

Older workers displaced during the recession were projected to earn 14 to 19 percent less for the remainder of this decade, according to a 2013 report by the Center for Retirement Research at Boston College. Because many take contracting jobs without benefits or string together part-time gigs, they don't show up in jobless data but consider themselves underemployed.

Whether the state's age-friendly push and the demands of growing businesses can help them recover their former salaries and responsibilities is far from clear. In the high-tech startup world, many early-stage companies are infatuated by youth and "disruptive" technologies meant to upend traditional markets, practices, and workplaces.

Typical of the new breed of fast-growing tech startups is Drift, which develops enterprise software using chatbot-style messaging. The venture-backed company, based in Boston with a San Francisco office, has an open office plan where workers bang a gong to celebrate sales and free lunch is brought in daily. Its Instagram feed features a snapshot of fresh-faced new hires.

Recruiting director Keith Pescosolido said Drift values diversity and is open to hiring people of all ages.

"Our average age is close to 30," he said. "We have people who've seen it before and can help young people grow their careers."

Asked if Drift was open to hiring tech veterans in their 60s, he said, "It's a pretty inclusive environment."

But while "help wanted" postings from early-stage companies are proliferating on online job sites, many older workers say that they haven't been able to capitalize on them.

Information technology veteran Lisa Spang, 66, who's sold everything from personal computers to investment software, lost her full-time job at Wellesley Information Services in 2008. Since then, she's had multiple contracting jobs — stints that are short-term and don't come with benefits — while working nights at Lord & Taylor in the Burlington Mall.

Spang, a Woburn resident, wants to work full time again but thinks her resume gets screened out by digital application systems programmed to favor younger workers. When she does get interviews, Spang feels as though her age is a deal-breaker.

"I've succeeded in hiding my age on my resume, but face to face, they know roughly how old I am," she said. "Sooner or later, one of the people on the [hiring] committee nixes me from the short list. Maybe I'm paranoid, but it seems the younger people would rather choose someone in their age group."

At a technology publishing company, Spang said, she was asked by one interviewer how she'd feel about being the "most experienced" person on the payroll.

"My response was, 'I love publishing, this would be a good spot for me,' " she said. "I never heard from them."

The drill has been much the same for Bearak, the Needham software developer. In recent years, he said, his work life has been a "roller coaster" of contract jobs.

Bearak said his proficiency with computer programming languages from earlier decades now works against him, marking him as a relic from an earlier era.

"Once you know one programming language, learning another is no big deal," he said. "But companies don't want you to learn on their dime."

Tim Driver, chief executive of Waltham jobs site Retirementjobs.com, who cochairs the state working group promoting age-friendly employers, says it's time for attitudes to change.

"We want to raise the visibility of this issue," Driver said. "We want to make sure employers know the business rationale for hiring older workers."

Robert Weisman can be reached at robert.weisman@globe.com. Follow him on Twitter @GlobeRobW.

BRAND CHARTER **MASSHIRE**

VISION

MassHire envisions a better future for people and businesses of Massachusetts through meaningful work and sustainable growth.

MISSION

MassHire creates and sustains powerful connections between businesses and job seekers through a statewide network of employment professionals.

VALUES

COLLABORATION
MassHire believes in the power of partnership and streamlined integration of services to achieve effective and timely results for those we serve.

RESPECT
MassHire is committed to understanding and valuing the diverse, unique requirements and professional goals of the businesses and people we serve.

RELIABILITY
MassHire creates trust and reliability by consistently delivering high quality professional services at each location and in every interaction.

INGENUITY
MassHire leverages flexibility, expertise, and knowledge to successfully meet our mission, regardless of new challenges and circumstances.

PROMISE

MassHire promises to champion prosperity, connecting employers with talent and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

PERSONALITY

"I am your trusted partner in achieving your personal and business goals. I embrace your needs as my mission and offer a welcoming, professional experience at every point in our journey together. I believe in you as I do in myself.

Things change quickly... I GET IT. You can always depend on me to offer guidance, resources, and support. If you want a job, seek to fortify your business for the long-term, or need a quick response to a pressing need, I can help.

"Let's get to work!"

ESSENCE

"I feel like a valued, professional partner of MassHire."

POSITIONING

MassHire is an essential catalyst for professional and economic growth across the Commonwealth.

MASSHIRE

North Shore WB – MassHire Logo

North Shore CC – MassHire Logo

MASSHIRE VALUES STORIES

STORY #1

- **Reliability:** MassHire creates trust and reliability by consistently delivering high quality professional services at each location and in every interaction.

Their First Job

submitted by Mary Sarris, Executive Director, MassHire North Shore Workforce Board
and Mark Whitmore, Executive Director, MassHire North Shore Career Center

The North Shore Youth Career Center consists of 5 workforce professionals dedicated to helping our emerging workforce understand career choices and prepare for the very important, exciting, yet intimidating first job. This past winter, the entire Career Center worked tirelessly with North Shore Medical Center (NSMC) to place 4 Lynn high schoolers in their first jobs within their Salem facility. These students, because of their youth, low income status, and inexperience in hiring protocols, needed a high level of assistance during their entire interview and onboarding process. The staff followed the process carefully to ensure that students made it to interviews; once chosen, collected the various documents required to become employed; and even drove them to the pre-employment physicals. This diligence reflects our dependable and steadfast service model delivered consistently. The NSMC HR Director stated, "These young people would not be employed with us today if it wasn't for the YCC."

STORY #2

- **Collaboration:** MassHire believes in the power of partnership and streamlined integration of services to achieve effective and timely results for those we serve.

Derling's Story

submitted by Jessy Abramson, Student Career Specialist, MassHire Merrimack Valley Career Center

When I first met Derling, she was a high school junior, had just come from the Dominican Republic, and English was her second language. Her teacher requested I do a series of fall job readiness workshops for Derling and other students during after-school sessions. That spring, I helped her figure out her career interests involved working with people, and I invited her to National Job Shadow Day. In partnership, our WIB and our Business Services Rep reached out to the employers in the area to look for a job shadow opportunity. Solectria Renewables volunteered to host Derling. At the end of her senior year, The Lawrence Partnership, the Lawrence High School, Northern Essex Community College, the YouthWorks Program of the WIB, and the Greater Lawrence Family Health Center all worked together to prepare senior students for future roles in the medical field. Derling was selected for the opportunity and received both training and subsidized employment in the summer program. She demonstrated her work skills, and by the end of the summer, she was fully employed by the hospital. Seven months later, I was notified that Derling had completed the training and passed her CCMA exam.

MASSHIRE VALUES STORIES

STORY #3

- **Respect:** MassHire is committed to understanding and valuing the diverse, unique requirements and professional goals of the businesses and people we serve.

Jose's Story
submitted by Lisa Laplerre, Director of Programs, MassHire Franklin Hampshire Career Center

We recently worked with Jose, a Hurricane Maria evacuee from Puerto Rico who was living at a local hotel with his wife and two young sons. Jose had found temporary work at a local company making $11 an hour. In talking with him, we learned that he had owned his own entertainment establishment in Puerto Rico, and he also had 4 years of experience in a warehouse environment! Our Business Services Team learned of a full time, permanent warehouse opening at a company that offers sustainable wages, and believing in his abilities to fulfill this role, we returned to the hotel with the volunteer translator to assist him in completing his application. On February 22, 2018, our customer was offered and accepted a fulltime position earning $18.55 per hour. In order to rent an apartment, the family needed to show 4 weeks of permanent sustainable wages, so the employer agreed to a written offer which the housing provider accepted as proof of earnings which allowed his second-grade son to continue his enrollment in Northampton Public Schools.

STORY #4

- **Ingenuity:** MassHire leverages flexibility, expertise, and knowledge to successfully meet our mission, regardless of new challenges and circumstances.

Jane's Story
submitted by Bill Murray, Career Counselor, MassHire Berkshire Career Center

While working as a Career Counselor, Jane, a single mother, came looking for our help. She had some pretty good experience, but her resume needed some real help. We helped her present her work experience more creatively, held several coaching sessions on networking and interviewing techniques, and assisted her in applying for relevant positions. She interviewed with the Office of Public Counsel, did well, and was invited back for a second interview. We helped prepare her for what the second interview might look like. She aced the second interview and was offered the position. I just recently received a note from Jane reminding me of her work anniversary and thanking the Career Center once again for using our expertise to help her reach her potential. Our resourcefulness in helping her overcome her circumstances made all the difference.

Workforce Innovation and Opportunity Act (WIOA)

North Shore Workforce Investment Board and WIOA Partners

Memorandum of Understanding (MOU)

June 26, 2017

Refreshed, June 19, 2018 – DRAFT for review

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.) and the **Supplemental Nutrition Assistance Program (SNAP)** 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.))
13. Job Corp CWorkforce Innovation and Opportunity Act, Title I, Chapter 4, Subtitle C

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.

Deleted:

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.) (Please see Attachment 1.)

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. (Please see Attachment 2 and 3)

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.

Job Seeker Services		
Basic Career Services	Individualized Career Services	Training
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	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.

Business Services Team

Beginning, September, 2018, the NS Career Center will convene the Business Services Team, Including at least one rep from each Partner that will meet monthly to discuss employer outreach and status of work with companies.		
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 North Shore Workforce Partnership will serve, at a minimum the following populations:

    - The long-term unemployed,
    - UI Claimants,
    - Veterans,
    - Youth and Adults with Disabilities,
    - Adult Basic Education/ESOL 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 2)

3. The "shared customer" has been defined by the North Shore Workforce Partnership as - a job seeker/student or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)

4. The North Shore Workforce Partnership agrees 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 4)

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 5)

5. The North Shore Workforce Partnership has developed a Referral Portal, through which Partners will share names, contact information, and general related information. This Portal represents the entry point for serving Shared Customers. Partners will ensure that customers entered into this Portal have agreed in writing to sharing their contact information and will keep a record of this agreement in their files. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center. (Please see attachment 6 for a listing of the North Shore Career Center locations, hours of operations and contact information)

Deleted: begun discussions around technology and a shared Career Center customer 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 customers shared between any WIOA Partner and the Career Center.

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. Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations. In addition, the Partners agree to meet on a bi-monthly basis throughout the period of the MOU. (Please see Attachment 7)

7. The North Shore Workforce Partnership has established a preliminary training plan for management and the staff of partners. (Please see attachment 8)

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 agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

   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. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.

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

12. The North Shore Workforce Partnership agrees 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 each member Partner. The North Shore Workforce Partnership commits to assist all Partners in reaching these goals. In addition, the North Shore Workforce Partnership agrees 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. The North Shore Workforce Partnership also agrees to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA. By signatures affixed below, the parties specify their agreement:

Nancy Stager, Chair
North Shore Workforce Investment Board

6/22/17

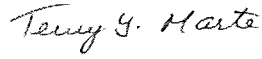
Signature: Date:

Kimberley Driscoll, Mayor
City of Salem

6/22/17

Signature: Date:

Teury Marte, Area Director
Mass. Rehabilitation Commission

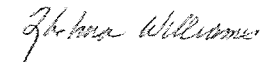


6/22/17

Signature: Date:

Kathryn Sweeney
Mass Rehabilitation Commission

Thelma Williams, Regional Director
Mass. Commission for the Blind



6/22/17

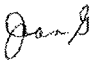
Signature: Date:

Eveliz Arroyo-Barrows
Deputy Director of Field Operations
Department of Unemployment Assistance

6/22/17

Signature: **Date:**

Joan Cirillo, President and CEO
Operation A.B.L.E.



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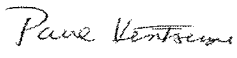
Paul Ventresca, Career Center Manager
North Shore Career Center (DCS)



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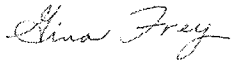
Gina Frey, Director of Adult Education
North Shore Community Action Programs



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Patricia Gentile, President
North Shore Community College

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Edward Tirrell, Executive Director
Pathways Inc.

6/22/17

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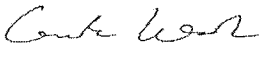
Amanda Warnock, Site Manager
Training Resources of America



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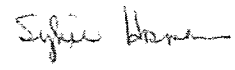
Sylvia Hosman
Department of Transitional Assistance



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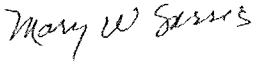
Name
Job Corp

Mark Whitmore, Executive Director
North Shore Career Center

6/22/17

Signature: Date:

Mary Sarris, Executive Director
North Shore Workforce Investment Board



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Signature: Date:

Attachment 8.

Ongoing Cross-Training with WIOA Partners

- Career Center and North Shore Workforce Partners will host semi-annual meetings of all Partners. 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. These trainings would also provide opportunities specifically for out-stationed staff to meet as a group and discuss their activities within the Career Center and how to enhance overall service to shared customers. rCreate the annual calendar each September so agencies can plan ahead for staff coverage as needed.

- At the first such meeting in the Fall of 2018, provide training on how to use the Shared Customer Referral Portal – implement formally at the conclusion of this meeting across all NS Workforce Partners.

- Continue to consider as part of staff training a cross-agency staff pair up so that each person can shadow the other for a day. After the shadowing, staff person will perform an in-service at his/her own agency as a mini "Train the Trainer" model. 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/shared customers can access them throughout the year. On the NSWIB website now and update with contacts and up-to-date program information.

- Encourage staff to access the various webinars currently available on the WIB website that summarize the various programs and services offered at each partner agency. Create an online directory of partners with key services and links to power points from the webinars. Each agency will update its piece of the directory at least once per year.

- 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.

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