



WIOA Local 4-Year Plan Template

Please use this document as a template, providing a comprehensive response to each of the questions listed. If information is contained in an attachment, please label and reference it clearly.

(a) Strategic Planning elements, including:

(1) A regional (local) analysis of:

- (i) Economic conditions including existing and emerging in-demand industry sectors and occupations; and**
- (ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.**
- (iii) As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section;**

Regional plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response. (Please see 21 d).

The MassHire Metro South/West Workforce Development Area, made up of forty-three cities and towns, has the largest labor force in Massachusetts at 540,882 residents as of October 2018. This number continues to grow with 25,081 more employed residents than in the previous year. The number of unemployed residents has dropped over the past several years and stands at 12,868. The 2017 average unemployment annual rate for the region remains unchanged from 2016 at 3 percent. (MA Department of Unemployment Assistance, Local Area Unemployment Statistics)

Average weekly wages for jobs in Metro South/West has continue to increase slightly over the past several and is \$1,512 per week. There are 582,675 individuals who live and work in the region or commute in from outside in the region. Metro South/West is home to 37,148 business establishments with 104 added in 2017. (MA Department of Unemployment Assistance/Bureau of Labor Statistics, Quarterly Census of Employment and Wages)

The labor market has remained tight over the past several years as indicated by the numbers of on-line postings for jobs consistently outpacing the number of unemployed residents in the region. At the beginning of fiscal year 2019, there were roughly 25,000 active on-line job ads (supply) while at the same time there were just over 15,000 unemployed residents (demand). (Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS), The Conference Board Help Wanted OnLine (HWOL) Data Series)

Industry Data:

Professional, Scientific and Technical Services, in terms of employment share, is the largest industry in Metro South/West with 78,850 jobs as most recently available data shows. In fact, 13.5 percent of all the jobs in the Metro South/West region fall under this industry. It is also one of the highest paying industries, second only to Information with a median annual wage of \$88,049. For comparison, the statewide median annual wage for the Professional, Scientific and Technical Services is \$81,750.

As seen in Table 1, Health Care and Social Assistance follows closely to Professional, Scientific and Technical Services and has another 13 percent of the jobs in the region. The remaining five largest industries by employment level include, Educational Services, Retail Trade and Manufacturing. Of these five industries, Manufacturing is the only sector that has demonstrated a declining trend in employment, having lost 5,241 jobs since 2013.

Table 1: Sectors by Employment, (US Census: Quarterly Workforce Indicators 2013-2017)

NAICS Sector	2011	2012	2013	2014	2015	2016	2017	Growth
<i>Professional, Scientific, and Technical Services</i>	64,627	67,132	71,951	73,216	74,576	75,972	77,245	19.5%
<i>Health Care and Social Assistance</i>	60,724	62,581	68,091	71,127	73,295	73,903	73,789	21.5%
<i>Educational Services</i>	54,313	54,713	53,538	55,633	58,931	59,894	61,567	13.4%
<i>Retail Trade</i>	57,135	56,338	56,841	57,614	58,930	59,601	59,324	3.8%
<i>Manufacturing</i>	49,252	50,366	51,537	51,041	48,568	47,349	46,296	-6.0%
<i>Accommodation and Food Services</i>	36,116	36,380	37,390	38,472	40,019	39,960	41,137	13.9%
<i>Administrative, Support and Waste Management Services</i>	32,585	32,803	33,499	34,263	36,471	37,749	37,977	16.5%
<i>Wholesale Trade</i>	33,371	30,400	30,680	30,120	30,516	30,626	30,519	-8.5%
<i>Information</i>	25,244	29,219	29,084	29,361	29,695	29,818	29,481	16.8%
<i>Construction</i>	21,256	21,264	22,213	23,587	25,564	27,726	28,135	32.4%
<i>Management of Companies and Enterprises</i>	22,150	23,917	25,429	24,138	24,199	24,070	25,389	14.6%
<i>Finance and Insurance</i>	20,470	20,761	20,944	20,896	20,662	20,842	21,049	2.8%
<i>Other Services (except Public Administration)</i>	19,124	19,555	17,270	17,589	17,777	18,367	18,915	-1.1%
<i>Arts, Entertainment, and Recreation</i>	10,697	10,988	11,031	11,793	12,637	13,712	13,952	30.4%
<i>Public Administration</i>	12,937	13,085	13,269	13,646	13,878	13,836	13,943	7.8%

<i>Transportation and Warehousing</i>	7,200	7,457	7,904	8,323	8,659	8,580	8,533	18.5%
<i>Real Estate and Rental and Leasing</i>	7,187	7,194	7,236	7,543	7,488	7,666	7,767	8.1%
<i>Agriculture, Forestry, Fishing and Hunting</i>	973	1,140	1,153	1,202	1,276	1,457	1,567	61.0%
<i>Utilities</i>	875	1,607	1,083	1,073	1,099	1,291	1,216	39.0%
<i>Mining, Quarrying, and Oil and Gas Extraction</i>	101	121	132	144	162	144	96	-5.0%

Occupation Data:

Long term projection data indicates that by 2026 the biggest increases in employment volume will be primarily in healthcare occupations, software developers, housekeeping and food services. High numbers of projected openings in other occupations such as teachers, operations managers and construction labors as well are indicators of a diverse industry base within the region.

As seen in the table below, combined, Personal Care Aides and Home health Aides account for close to 4,000 openings which will need to be filled and Software Developers will require roughly 3,000 projected openings to be filled. The major difference in this instance is that these healthcare support occupations have much higher turnover rates, which correlates with below average annual wages for these jobs.

Table 2: Long Term Employment Projections (MA Department of Unemployment Assistance/Bureau of Labor Statistics, Long Term Employment Projections)

Occupation Title	Employment Level		Change		Annual Openings	2017 Mean Annual Wage
	2016	2026	Numeric	%		
<i>Personal Care Aides</i>	8,703	11,067	2,364	27%	1,619	\$29,924
<i>Janitors and Cleaners, Except Maids and Housekeeping Cleaner</i>	13,689	15,897	2,208	16%	2,115	\$36,759
<i>Software Developers, Applications</i>	9,410	11,493	2,083	22%	864	\$122,090
<i>Combined Food Prep and Serving Workers, Including Fast Food</i>	9,127	10,680	1,553	17%	1,949	\$26,910
<i>Home Health Aides</i>	3,702	5,248	1,546	42%	653	\$33,660
<i>Registered Nurses</i>	9,700	11,228	1,528	16%	681	\$85,387
<i>General and Operations Managers</i>	14,902	16,245	1,343	9%	1,386	\$157,782
<i>Management Analysts</i>	6,072	7,195	1,123	19%	668	\$119,799
<i>Market Research Analysts and Marketing Specialists</i>	5,423	6,387	964	18%	658	\$80,487
<i>Financial Managers</i>	5,142	6,063	921	18%	498	\$155,670
<i>Teacher Assistants</i>	6,542	7,429	887	14%	791	\$33,984
<i>Secondary School Teachers, Except Special and Career/Technic</i>	5,436	6,268	832	15%	480	\$77,016
<i>Software Developers, Systems Software</i>	10,040	10,841	801	8%	736	\$115,663

<i>Accountants and Auditors</i>	8,042	8,803	761	10%	810	\$83,837
<i>Elementary School Teachers, Except Special Education</i>	4,968	5,720	752	15%	449	\$80,270
<i>Landscaping and Groundskeeping Workers</i>	5,019	5,771	752	15%	712	\$36,698
<i>Waiters and Waitresses</i>	8,685	9,329	644	7%	1,753	\$29,757
<i>Medical Secretaries</i>	3,549	4,148	599	17%	469	\$45,340
<i>Middle School Teachers, Except Special and Career/Technical</i>	3,290	3,794	504	15%	298	\$75,121
<i>Construction Laborers</i>	4,668	5,170	502	11%	546	\$56,541
<i>Bus Drivers, School or Special Client</i>	2,150	2,592	442	21%	327	\$37,662
<i>Customer Service Representatives</i>	9,987	10,429	442	4%	1,332	\$45,006
<i>Nursing Assistants</i>	3,649	4,084	435	12%	474	\$32,608
<i>Sales Representatives, Services, All Other</i>	3,738	4,170	432	12%	509	\$79,970
<i>Cooks, Restaurant</i>	3,676	4,103	427	12%	582	\$32,145

(2) Describe the knowledge and skills needed to meet the employment needs of the businesses in your region, including employment needs in in-demand industry sectors and occupations.

Foundational skills for STEM occupations, IT occupations in particular, are the direst need of employers based on anecdotal and empirical data. In a November 2018 employer survey conducted by Dr. Michael J. Harrison and Michael Brocket of Framingham State University, business indicated their primary concern was finding qualified talent, both in terms of technical and soft skills.

Companies in the region cited a desire for certification and specific credentials: Human Resources, Manufacturing, Biotechnology, Project Management and Healthcare. Employers also indicated unmet needs for trade skills and workers knowledgeable of basic accounting principles, specifically Chart of Accounts financial organization.

The challenges business reported in terms of soft skills included:

- A lack of professionalism, the misuse and overuse of social media in particular
- Poor business etiquette
- The inability to receive constructive criticism without being defensive or practically applying constructive feedback
- A poor work ethic where many new employees feel that the work is “beneath” them

- Unwillingness to investigate an issue or research a solution to a problem

Job posting data in the Metro South/West region over the year confirms much of what was seen in the Framingham State survey and in the Greater Boston Regional Blueprint.

The following tables were developed using job posting data compiled with Burning Glass's Labor Insight tool over the most recent twelve-month period. For the Metro South/West region, the most prominent needs in terms of occupations, certification and skills of business seeking to fill jobs are broken out by the regions five largest industries: Professional, Scientific and Technical Services, Healthcare and Social Assistance, Educational Services, Retail Trade and Manufacturing.

Table 3: Employer Needs Matrix (Burning Glass: Labor Insight 11/2017-11/2018)

Professional, Scientific and Technical Services Industry		
Occupation Clusters	Certifications	Skills
Computer and Mathematical (31%) Management (16%) Business and Financial Operations (12%) Architecture and Engineering (9%) Office and Administrative Support (7%) Sales and Related (5%) Life, Physical, and Social Science (5%) Healthcare Practitioners and Technical (4%) Arts, Design, Entertainment, Sports, and Media (3%) Legal (2%)	<ul style="list-style-type: none"> • Security Clearance • Driver's License • Certified Public Accountant (CPA) • Project Management Certification • IT Infrastructure Library (ITIL) Certification • Certified Information Systems Security Professional (CISSP) • CompTIA Security+ • Project Management Professional (PMP) • SANS/GIAC Certification • Security+ 	<ul style="list-style-type: none"> • Project Management • Budgeting • Customer Service • Software Development • Biotechnology • Java • Scheduling • Python • Quality Assurance and Control • Linux

Health Care and Social Services Industry		
Occupation Clusters	Certifications	Skills
Healthcare Practitioners and Technical (42%) Healthcare Support (10%) Personal Care and Service (10%) Management (9%) Office and Administrative Support (8%) Community and Social Services (5%) Education, Training, and Library (4%) Computer and Mathematical (3%) Food Preparation and Serving Related (2%) Business and Financial Operations (2%)	<ul style="list-style-type: none"> Registered Nurse Driver's License First Aid CPR AED Advanced Cardiac Life Support (ACLS) Certification Licensed Practical Nurse (LPN) Basic Life Saving (BLS) Home Health Aide Certified Nursing Assistant Nurse Practitioner Licensed Independent Clinical Social Worker (LICSW) 	<ul style="list-style-type: none"> Patient Care Scheduling Customer Service Cardiopulmonary Resuscitation (CPR) Teaching Treatment Planning Home Health Medical Coding Child Care Mental Health

Educational Services Industry		
Occupation Clusters	Certifications	Skills
Education, Training, and Library (55%) Management (9%) Arts, Design, Entertainment, Sports, and Media (6%) Office and Administrative Support (6%) Community and Social Services (4%) Healthcare Practitioners and Technical (4%) Personal Care and Service (3%) Food Preparation and Serving Related (3%) Computer and Mathematical (3%) Business and Financial Operations (2%)	<ul style="list-style-type: none"> Certified Teacher Driver's License First Aid CPR AED Child Development Associate (CDA) Registered Nurse Board Certified Behavior Analyst (BCBA) Teachers of English To Speakers of Other Languages (TESOL) Special Education Certification ServSafe Basic Life Saving (BLS) 	<ul style="list-style-type: none"> Teaching Special Education Tutoring Scheduling Budgeting Administrative Support Child Development Early Childhood Education Progress Reports Cardiopulmonary Resuscitation (CPR)

Retail Trade Industry		
Occupation Clusters	Certifications	Skills
Sales and Related (48%) Office and Administrative Support (11%) Computer and Mathematical (6%) Management (6%) Healthcare Practitioners and Technical (5%) Food Preparation and Serving Related (5%) Business and Financial Operations (4%) Arts, Design, Entertainment, Sports, and Media (4%) Transportation and Material Moving (4%) Production (3%)	<ul style="list-style-type: none"> • Driver's License • Pharmacy Technician Certification Board (PTCB) • Automotive Service Excellence (ASE) Certification • Certified Pharmacy Technician • ServSafe • Cosmetology License • Certified Information Systems Security Professional (CISSP) • IT Infrastructure Library (ITIL) Certification • Project Management Certification • Massachusetts Bar 	<ul style="list-style-type: none"> • Sales • Retail Industry Knowledge • Customer Service • Merchandising • Product Knowledge • Cleaning • Customer Contact • Scheduling • Store Management • Product Sales

Manufacturing Industry		
Occupation Clusters	Certifications	Skills
Computer and Mathematical (23%) Management (22%) Architecture and Engineering (16%) Business and Financial Operations (10%) Sales and Related (7%) Office and Administrative Support (5%) Production (4%) Life, Physical, and Social Science (4%) Transportation and Material Moving (3%) Installation, Maintenance, and Repair (2%)	<ul style="list-style-type: none"> • Driver's License • Project Management Certification • Security Clearance • Project Management Professional (PMP) • Certified Public Accountant (CPA) • Certified Information Systems Security Professional (CISSP) • Biotechnology Certificate • IT Infrastructure Library (ITIL) Certification • Six Sigma Certification • Cisco Certified Network Associate (CCNA) 	<ul style="list-style-type: none"> • Project Management • Budgeting • Customer Service • Scheduling • Product Development • Quality Assurance and Control • Sales • Software Engineering • Biotechnology • Software Development

Overall, employers appear to have the greatest need for Software Developers and Registered Nurses as seen in Table 4.

Table 4: All Occupations by Posting Volume (Burning Glass: Labor Insight 11/2017-11/2018)

Occupations / SOC Code	Job Posting Count
Software Developers, Applications (15-1132)	6,919
Registered Nurses (29-1141)	4,920
Managers, All Other (11-9199)	3,392
Retail Salespersons (41-2031)	3,377
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (41-4012)	3,260
Customer Service Representatives (43-4051)	2,841
First-Line Supervisors of Retail Sales Workers (41-1011)	2,282
Marketing Managers (11-2021)	2,148
Heavy and Tractor-Trailer Truck Drivers (53-3032)	2,013
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (43-6014)	1,988
Medical and Health Services Managers (11-9111)	1,765
Human Resources Specialists (13-1071)	1,763
Computer Systems Engineers/Architects (15-1199)	1,623
Computer User Support Specialists (15-1151)	1,568
Management Analysts (13-1111)	1,320
Web Developers (15-1134)	1,298
Sales Managers (11-2022)	1,258
Childcare Workers (39-9011)	1,227
Market Research Analysts and Marketing Specialists (13-1161)	1,207
Combined Food Preparation and Serving Workers, Including Fast Food (35-3021)	1,179
Laborers and Freight, Stock, and Material Movers, Hand (53-7062)	1,140
General and Operations Managers (11-1021)	1,137
Accountants (13-2011)	1,132
Computer Systems Analysts (15-1121)	1,113
Preschool Teachers, Except Special Education (25-2011)	1,073

(3) Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment¹.

Labor Force

The labor force as defined as “residents who are either working or unemployed and looking for work” stands at 540,882. Of the Metro South West labor force 528,014 are employed while 12,868 are unemployed. The number of unemployed residents dropped from 13,279 a year ago. Of the forty three cities and towns that make up the region, the highest number of unemployed individuals reside in Newton 1,195, Framingham 1,060, Waltham 968, Brookline, 690 and Marlborough 645. (MA Department of Unemployment Assistance/Bureau of Labor Statistics, Local Area Unemployment Statistics)

Table 5: Labor Force and Unemployment Rate (MA DUA: LAUS, 11/17 to 10/18)

Month	Year	Labor Force	Employed	Unemployed	Metro South/West Rate	Massachusetts Rate
October	2018	540,882	528,014	12,868	2.4%	2.9%
September	2018	538,492	524,413	14,079	2.6%	3.2%
August	2018	545,038	529,172	15,866	2.9%	3.5%
July	2018	548,600	530,575	18,025	3.3%	3.9%
June	2018	544,228	526,408	17,820	3.3%	3.9%
May	2018	535,198	520,641	14,557	2.7%	3.3%
April	2018	530,943	516,957	13,986	2.6%	3.3%
March	2018	526,750	510,916	15,834	3%	3.8%
February	2018	522,759	506,503	16,256	3.1%	4%
January	2018	516,036	500,600	15,436	3%	4%
December	2017	514,597	502,077	12,520	2.4%	3.1%
November	2017	515,763	502,933	12,830	2.5	3

UI Rates and Claimant Data

As of October 2018, the unemployment rate for the region is 2.4%, which has been consistently lower than Massachusetts rate. Unemployment Insurance claimants averaged 5,573 on a monthly basis. As indicated in the table below, in the winter months this region sees an increase of claimants due to a high of 7,179, driven primarily by higher volume of claims filed by those working in the construction industry. Management occupations were the most common with over 1,000 claims filed each month consistently throughout the year. (MA Department of Unemployment Assistance Unemployment Insurance Claimant Data 11/2017 – 10/2018)

Table 6: Unemployment Insurance Claims Data, last 12 months Metro South/West Workforce Delivery Area

Metro South/West Claimant Count			
October 2018	4,215	April 2018	5,820
September 2018	4,388	March 2018	6,974
August 2018	5,394	February 2018	7,179
July 2018	5,481	January 2018	6,979
June 2018	4,929	December 2017	5,572
May 2018	4,889	November 2017	5,058

Workforce Demographics

The workforce in the Metro South/West region is older on average with 25% made up of individuals 55 or older. A challenge in this region is that younger workers able to potentially fill positions vacated by older workers are in short supply. According to Quarterly Workforce Indicators from the US Census,

there are 67,601 workers aged 14 to 24, which only comprises 11% of the workforce, less than half of the number of the aging workforce cohort.

Table 7: Workforce by Age, (US Census: Quarterly Workforce Indicators 2017)

Age Groups	14-18	19-21	22-24	25-34	35-44	45-54	55-64	65-99
Workforce Count	13,701	20,432	33,468	131,852	119,696	134,326	110,720	39,175

Workers are well educated in the region. 220,698 workers have a bachelor's degree or higher, which is almost half the workforce at 47%. At the same time, there are only 53,750 individuals who do not have a high school diploma or equivalent.

Table 8: Workforce by Education, (US Census: Quarterly Workforce Indicators 2017)

Education	Less than high school	High school or equivalent, no college	Some college or Associate degree	Bachelor's degree or higher	Educational attainment not available
Workforce Count	53,750	112,567	148,754	220,698	67,600

In terms of race and ethnicity the Metro South/West Region is predominantly White. Black or African Americans and Asians each make up roughly the same percentage of the workforce at 7.9% and 7.8% respectively. Hispanic or Latinos comprise 8.5% of the region's workforce. These percentages have remained basically unchanged for the past five years as the number of workers has increased more or less, equally across categories. (US Census/Longitudinal Employer Household Dynamics 2013-2017)

Table 9: Workforce by Race, (US Census: Quarterly Workforce Indicators 2017)

Race	White Alone	Black or African American Alone	American Indian or Alaska Native Alone	Asian Alone	Native Hawaiian or Pacific Islander Alone	Two or More Race Groups
Workforce Count	494,338	48,241	2,560	47,380	970	9,881

Table 10: Workforce by Ethnicity, (US Census: Quarterly Workforce Indicators 2017)

Ethnicity	Hispanic or Latino	Not Hispanic of Latino
Workforce Count	51,790	551,579

Individuals with Barriers to Employment

Employment barriers that individuals in the Metro South/West face range from poverty, to disabilities, to legal issues. With more employers requiring credit checks as a part of the application process, it may be difficult for low income workers or the "working poor" to advance. According to data from the 2017 American Community Survey (ACS) an estimated 45,419 households in Middlesex County are receiving aid through the Supplemental Nutritional Assistance Program (SNAP) or an estimated 7.7%. ACS estimates also indicate that 125,491 people in the region, or 8.2% are living in poverty.

Adult Basic Education and Limited English Proficiency

In the Metro South/West region it is estimated that there are just over 50,000 individuals with limited English proficiency and over 30,000 adults without a high school diploma or equivalent. Data supplied from the Department of Secondary and Elementary Education (DESE) and 2015 five-year estimates from the ACS indicate that Framingham, Waltham, Newton, Marlborough and Brookline are the cities and town where the biggest need for both ABE and ESOL training exists by volume.

Table 11: ABE and ESOL need by City/Town (ACS: 2015 Five-Year Estimates)

City/Town	Population	ABE NEED						ESOL NEED	
		Less than 9th Grade		9th - 12th, No Diploma		Less than 9th + 9th-12th		Limited English Proficient	
		Number	% of Pop	Number	% of Pop	Number	% of Pop	Number	% of Pop
State Total:	6,705,586	220,055	4.8%	251,050	5.4%	471,105	10.2%	525,198	9.9%
Framingham	70,443	2,639	5.4%	2,689	5.5%	5,328	11.0%	10,205	18.3%
Waltham	62,438	2,195	5.1%	2,093	4.9%	4,288	9.9%	6,551	12.2%
Newton	87,675	719	1.2%	776	1.3%	1,495	2.6%	5,869	8.6%
Marlborough	39,425	1,733	6.2%	1,321	4.7%	3,054	10.9%	4,815	15.5%
Brookline	59,132	778	1.9%	594	1.5%	1,372	3.4%	4,631	9.6%
Lexington	32,700	237	1.1%	439	2.0%	676	3.0%	1,995	8.3%
Hudson	19,602	769	5.4%	589	4.1%	1,358	9.5%	1,519	9.8%
Norwood	28,962	549	2.6%	613	2.9%	1,162	5.6%	1,505	6.6%
Natick	34,892	247	1.0%	406	1.7%	653	2.7%	1,436	5.5%
Acton	22,925	209	1.3%	196	1.3%	405	2.6%	1,362	8.0%
Dedham	25,224	447	2.5%	637	3.5%	1,084	5.9%	1,275	6.4%
Needham	29,853	88	0.4%	321	1.6%	409	2.0%	1,091	5.0%
Sharon	17,995	124	1.0%	135	1.1%	259	2.1%	979	7.6%
Wellesley	28,832	107	0.7%	179	1.1%	286	1.8%	930	4.4%
Canton	22,276	214	1.4%	277	1.8%	491	3.1%	882	5.1%
Ashland	17,159	221	1.9%	250	2.1%	471	3.9%	721	5.5%
Bedford	13,921	68	0.7%	162	1.7%	230	2.4%	650	6.2%
Bellingham	16,682	262	2.2%	500	4.2%	762	6.4%	543	4.1%
Walpole	24,796	571	3.3%	522	3.0%	1,093	6.3%	524	2.8%
Westwood	15,094	107	1.0%	181	1.8%	288	2.8%	507	4.6%
Franklin	32,731	269	1.3%	533	2.5%	802	3.8%	443	1.8%
Wayland	13,432	57	0.6%	86	0.9%	143	1.6%	433	4.4%

Sudbury	18,397	95	0.8%	74	0.6%	169	1.4%	422	3.3%
Concord	19,271	282	2.0%	556	4.0%	838	6.0%	401	2.7%
Weston	11,850	38	0.5%	76	1.0%	114	1.5%	397	4.7%
Maynard	10,459	157	2.0%	186	2.4%	343	4.5%	310	3.8%
Foxborough	17,243	183	1.5%	461	3.8%	644	5.3%	285	2.1%
Norfolk	11,660	282	3.4%	534	6.4%	816	9.9%	246	2.7%
Boxborough	5,137	0	0.0%	10	0.3%	10	0.3%	237	6.0%
Holliston	14,197	72	0.8%	210	2.2%	282	3.0%	232	2.2%
Southborough	9,909	98	1.5%	58	0.9%	156	2.4%	203	2.8%
Littleton	9,359	33	0.5%	83	1.2%	116	1.7%	194	2.7%
Millis	8,051	3	0.1%	123	2.2%	126	2.2%	183	3.0%
Hopkinton	15,925	142	1.4%	88	0.8%	230	2.2%	177	1.6%
Carlisle	5,074	27	0.8%	23	0.7%	50	1.4%	174	4.6%
Medway	13,069	142	1.6%	225	2.6%	367	4.2%	172	1.8%
Lincoln	7,270	49	1.0%	51	1.1%	100	2.1%	142	2.8%
Dover	5,814	18	0.5%	20	0.5%	38	1.0%	136	3.3%
Medfield	12,368	3	0.0%	148	1.9%	151	1.9%	96	1.1%
Sherborn	4,245	20	0.7%	20	0.7%	40	1.4%	79	2.6%
Wrentham	11,287	109	1.4%	148	2.0%	257	3.4%	68	0.8%
Stow	6,957	34	0.7%	1	0.0%	35	0.7%	54	1.1%
Plainville	8,735	75	1.2%	220	3.4%	295	4.6%	14	0.2%
Total:	942,466	14,472	2.3%	16,814	2.6%	31,286	4.9%	53,088	7.3%

Individuals Facing Disabilities

People dealing with disabilities find challenges when looking for work, while others have dropped out of the labor force altogether. In both cases, individuals with cognitive disabilities make up the largest percentage. According to the Americans with Disabilities Act, a cognitive disability is any condition that sufficiently impacts learning and knowing. This includes impairments affecting the capacities to learn, process, remember, or communicate information; awareness; and decision-making. The table below breaks out the numbers of people in Middlesex County by their disability type and whether they are seeking work or not

Table 12: Disability by Type and Employment Status

Middlesex County	Estimate
Total Population:	1,037,100
Unemployed:	31,980
With a disability:	2,204
With a hearing difficulty	511
With a vision difficulty	250
With a cognitive difficulty	1,222
With an ambulatory difficulty	533
With a self-care difficulty	157
With an independent living difficulty	325
Not in labor force:	188,431
With a disability:	35,953
With a hearing difficulty	4,687
With a vision difficulty	4,401
With a cognitive difficulty	18,329
With an ambulatory difficulty	16,160
With a self-care difficulty	7,733
With an independent living difficulty	16,555

Released from Incarceration

The majority of state-run correction facilities in Massachusetts are located in the Metro South/West Region. Estimates from the Department of Corrections put the number of inmates released to cities and towns in the region at roughly 2,100 since 2009. On average 265 inmates per year are released. This does not include the Middlesex House of Corrections.

Table 12: DOC Correctional Facilities in Metro South/West

Name	Location	Security
<u>Massachusetts Correctional Institution - Cedar Junction</u>	<u>Norfolk / Walpole</u>	Maximum/Medium
<u>Massachusetts Correctional Institution - Concord</u>	<u>West Concord</u>	Medium
<u>Massachusetts Correctional Institution - Framingham</u>	<u>Framingham</u>	Medium
<u>Massachusetts Correctional Institution - Norfolk</u>	<u>Norfolk</u>	Medium
<u>Massachusetts Correctional Institution - Shirley</u>	<u>Shirley</u>	Medium/Minimum
<u>Northeastern Correctional Center</u>	<u>West Concord</u>	Minimum/Pre-Release
<u>Old Colony Correctional Center</u>	<u>Bridgewater</u>	Medium/Minimum
<u>Pondville Correctional Center</u>	<u>Norfolk</u>	Minimum/Pre-Release
<u>South Middlesex Correctional Center</u>	<u>Framingham</u>	Minimum/Pre-Release
<u>Souza-Baranowski Correctional Center</u>	<u>Shirley</u>	Maximum

(4) Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:

- a) include strengths and weaknesses of workforce development activities**
- b) address the capacity to provide the workforce development activities around:**
 - i. education and skill needs of the workforce;**
 - ii. individuals with barriers to employment;**
 - iii. employment needs of businesses.**

The Strengths of workforce development activities in Metro South/West include:

- Development of a much stronger, more cohesive and highly collaborative relationship between the workforce board and the career center to more effectively and efficiently provide workforce development programming and services to businesses and job seekers
- An industry sector-based approach in program design, implementation and execution, with a focus on health care, computers/information technology, advanced manufacturing, retail and STEM
- Regional approach to programming and planning (successful creation of the Greater Boston Workforce Planning Blueprint in 2018)
- Collaboration with the adjoining Central and North Central Workforce Boards to expand our regional impact and influence
- Identifying, applying for and utilizing other sources of funding to sustain budgets, programming
- Optimizing staffing levels to best secure funding and implement programs
- Aggressive development of ex-offender programs, apprenticeship programs and national dislocated worker grants
- Sustained partnerships with regional adult education centers to leverage and optimize career center and adult education services
- South Middlesex Opportunity Council (SMOC) has a strong presence and is an actively engaged partner
- Commitment to the WIOA mandated partnerships and to the overarching concept of the 'shared customer' and utilization of the MassHire career center as a hub for services
- Goal of spending over 30% of planned WIOA funding for occupational skills training

The Weaknesses (or challenges) of workforce development activities in Metro South/West include:

- Metro South/West is a vastly diverse region with the greatest number of cities and towns (compared to all other workforce board regions) and is geographically spread out with over 1,000,000 residents, 550,000 workers and 37,000 businesses, making it challenging to effectively address the many workforce needs
- The career center has experienced significant changes and challenges due to operator-related events and a recent turnover, resulting in less than planned service delivery and goal performance
- Public transportation within the region is fractured and limited, with services typically found in the larger city and town centers, with non-day shift services even more limited
- Housing costs

The MassHire Metro South/West Workforce Board (WB) has had and continues to expand and develop the capacity to address the workforce development needs in the region. The board has long taken an industry sector approach when designing and implementing programming for the region. Based on regional needs, we have historically focused on health care, technology-based industries, retail/customer service and youth programs. As part of the Greater Boston Regional Plan, we will continue to pursue programs in the health care and computer/IT sectors. Within the region, youth programs have had strong performance and will continue addressing the needs

of youth/young adults at-risk and with the greatest need. New or revised programs will be explored and developed in the areas of advanced manufacturing and retail/hospitality/food service.

The board, with the active support of the career center, is taking a new, broader approach to addressing the needs of individuals with barriers to employment. Efforts are active with groups such as low income, ex-offenders, English language learners, adults without a high school diploma or equivalency and recently dislocated workers. Establishing and/or strengthening relationships with WIOA partners such as MRC, DTA, DUA, MCB and SMOC are key to these efforts.

The board has actively developed and maintained business relationships within the region. Active participation in groups such as the 495/MetroWest Corridor Partnership, MetroWest Healthcare Collaborative, Massachusetts Senior Care Foundation and the Newton-Needham Chamber of Commerce have helped to expand and solidify business relationships and are a vehicle for providing detailed workforce challenges and needs. We have also developed strong partnerships with local community colleges and Chapter 74 programs in an effort to better address the occupational and workplace education needs. As an intermediary, the board works to bring businesses, educators and supportive service agencies together to work collaboratively and effectively.

(5) Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). The primary indicators of performance include:

- a) **The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;**
- b) **The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;**
- c) **Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;**
- d) **The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program**

MassHire Metro South/West Workforce Board's (WB) strategic vision to support workforce and economic development and growth in the region has evolved over the years. With the new re-branding of the Massachusetts workforce system, our vision will be further refined and expanded due to a renewed, strengthened focus on collaborations internally and external to the region. The MassHire tagline – "Let's Get to Work" – succinctly states our mission of being a dynamic intermediary that positively impacts our partners, as well as being the end goal for our job seeker and business customers.

Our Mission is to "Put the metro southwest region to work."

We endeavor to provide leadership which results in effective, cost-efficient programs based on research, data and partnerships which meet the needs of businesses and job seekers in the region.

Our Vision is to create a labor force in the region that meets the stringent and ever-evolving demands of our businesses, whether large or small. In doing so, we are actively supporting and advancing the regional economic development needs, plans and goals in metro southwest. We fuel this vision by developing, nurturing and growing relationships between the career center, community-based organizations, traditional and vocational high schools, institutions of higher education, civic agencies, faith-based organizations, and municipal, economic and workforce development agencies.

The Metro South/West region has over 1 million residents, approximately 550,000 workers and 37,000 businesses. The WB seeks to create an economic and workforce environment that not only retains but attracts new businesses to the region, where they are able to find a wide variety of highly skilled and committed workers, ranging from experienced post-graduates to entry-level youth. With a wider variety and an expanding pool of businesses, we also seek to attract new workers who are drawn to opportunities to begin or continue a career and not just find a job. Further, we will catalyze and reinforce the natural synergy between business and worker, creating an economic development model that can grow and become more self-sustaining.

The WB has historically followed three strategies in our efforts to reach our vision:

- Use of labor market information, data and research to inform and drive our work
- Pursuit and growth of relationships, and preferably partnerships, with agencies and organizations that can be leveraged to achieve mutual business and job seeker goals
- Collaborating with neighboring workforce regions to create and implement mutually beneficial programs that draw upon a collective experience and influence base that is far greater than the individual region

The WB is also revising and optimizing the broader workforce board governance structure and processes in order to more efficiently and effectively develop and approve new regional service programs that support workforce initiatives and our economic development vision. The structure will be comprised of the WIOA Board and several committees staffed by varying volunteer board members.

- WIOA Workforce Board – In partnership with the Chief Elected Official (CEO), is charged with oversight of workforce development and customer service activities in Metro South/West
- Executive Committee – Membership made up of committee chairs plus selected board members, charged with and authorized to conduct the “daily” business of the board
- Finance Committee – Reviews and approves WB budgets, funding strategies and expenses
- Career Center Committee – Reviews career center performance and goal achievement, setting local standards for services in support of state and federal standards
- Youth Committee – Oversees all youth programming, providing guidance and direction on youth support, work readiness and employment activities

Elements of our workforce strategy that support the economic development vision are:

- Increase the number of young people in the STEM pipeline
- Increase the number of front-line health care workers, largely minorities, preparing for the health care professions
- Provide an efficient and effective labor exchange through the MassHire Metro South/West Career Center (CC), responding, in particular, to the needs of veterans and ex-offenders
- Reach out to businesses and address their needs through the business services unit in the career center
- Increase youth employment for all young people, but focus on communities like Framingham, Marlborough, Norwood and Bellingham where the needs are the greatest and the population has higher than average numbers of minority and immigrant youth
- Working with the MetroWest Chamber of Commerce, Newton-Needham Chamber of Commerce, Neponset Valley Chamber of Commerce and the 495/ MetroWest Corridor Partnership to address workforce needs in major areas of economic and business development
- Expand grant funding to better support youth paid internships, youth after-school work opportunities, adult education and vocational training certificate programs, apprenticeships, ex-offender training and placement programs and IT-based re-training programs for long-term unemployed and new-to-the-workforce customers.

The WB, in collaboration with the career center, will be concentrating on the following target groups to improve services for each of the groups:

- Veterans - With the continuing discharge of military personnel who served in the Mideast, there was and is increasing demand for services. Veterans representatives are located in each career center (Framingham and Norwood) to provide dedicated, timely services.
- Ex-offenders - The CC is conducting outreach to several of the region's correctional institutions in order to evaluate implementation of "behind the walls" training and work readiness programs. A new partnership with the MA Department of Corrections has been established to support these efforts.
- High school students and out-of-school youth, with a focus on at-risk youth - The WIOA Youth Program (Career Connections) and the WB Youth Program (Youth Careers) are working toward a new consolidated and streamlined approach to providing youth services that includes organizational changes as well as service model improvements and efficiencies.

(6) Taking into account analyses described in 1 through 4 above, what is your regions strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a)(5) of this section.

Mindful of our oversight "firewall" constraints, the WB is aggressively pursuing the development and implementation of a cohesive, aligned and collaborative team relationship with the career center operator. The career center is responsible for providing effective core programming but has experienced significant challenges and transitions in the 2017-2018 that has impacted its ability to provide mandated services efficiently and comprehensively. To address issues and support team

development, the WB has recently created an Integrated Management Team (IMT) comprised of career center leadership (operator and state staff) and workforce board leadership which meets at least monthly. The goal of the IMT is to increase communications, engender collaboration, improve the timeliness and quality of decision making and in general, create a sense of comradery and “oneness”. An early impression is that while there is more team development required, the concept and acceptance of the IMT has been positive with improved practices and results becoming noticeable.

The WB went through a thorough, comprehensive process of bringing required WIOA partners together, resulting in a Memorandum of Understanding (MOU) (Appendix a.) that was signed by all partners and focuses on serving the “shared customer” with high quality services, results-oriented programming and positive outcomes. The WIOA Partners meet on a quarterly basis to address issues and share updates and best practices. In addition, the WB has created supplemental “local agreements” with key required partners which essentially detail specific processes and procedures that may be unique to the region and the customers served by the partners. Additionally, the WB has recently begun a series of individual meetings with key partners to clarify and address the partnership, reinforcing our desire and need to work collaboratively.

(b) Under WIOA, the plan must include a description of the following requirements (WIOA secs. 108(b)(2)–(21)):

(1) Identify the following elements of the workforce development system in your local area:

(i) Programs that are included in your local workforce system (please list programs)

WIOA /Career Center Programs
Title I: Adult, Dislocated Worker, Youth
Title II: Adult Education
Title III: Wagner-Peyser
Title IV: Vocational Rehab
Trade Adjustment Assistance
DUA - Re-Employment Services and Eligibility Assessment program
MassHire MSW Board / Grant Funded Programs
Connecting Activities
YouthWorks
Innovation Pathways
Early College High Schools
WIOA Partner Programs
DTA - Competitive Integrated Employment Services
DTA -Work Participant Program
Senior Community Service Employment Program

- (ii) **How your Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment;**

The WB will support workforce programs in the region through effective collaboration with our identified WIOA partners. Together our partners have agreed that successful career centers are the critical component to delivering workforce services across core programs, as previously noted in section a6 above. The partners agree to develop a system in which:

1. Career centers are driven by the needs of employers. In Metro South/West employer needs are the top priority and there are deep relationships between the career centers and employers.
2. Training is closely aligned with employer skill requirements. In Metro South/West job seekers will engage in a combination of work and learning simultaneously to gain market-relevant skills and credentials and achieve good paying jobs with career potential.
3. Technology is employed thoughtfully to enhance services and reduce costs, freeing staff to concentrate on the content and quality of advice and services to both individuals and employers. In Metro South/West well-designed platforms support individual learning, placement, management and continuous improvement.

The Work Plan

In the agreement with our WIOA Partners, the WB will take the first steps to build an employer-driven, high-tech, high-touch career center system comprised of the following objectives:

- Integrate career center and partner services
- Ensure that facilities, services and equipment are accessible to the customers or consumers of the Partners
- Collect and analyze data and take action to respond to changing labor market conditions and to continuously improve services
- Develop a registration form and process to provide for the collection of information to be shared by the career center and its partners until such time as the state-wide intake system is fully functional
- Create and implement a system of referral to services between the career center and the Partners

- Establish a baseline of Partner referrals to the career center

The WB chapter 74 programs will support the improvement of secondary and postsecondary career and technical education programs in the region through:

- Establishment of regular communication with the region's network of Career and Technical Education providers and writing letters of support for the development of new Chapter 74 programs.
- Providing labor market information data and consultations for Vocational Technical Education Schools and Comprehensive High Schools who are developing new programs in order to ensure programs are aligned with business and economic needs of the region.
- Serving on advisory committees in order to ensure continued quality of Chapter 74 programs.
- Providing technical assistance in regard to the development of apprenticeship and pre-apprenticeship programs.

(2) Please describe how your Board will work with entities carrying out core programs to:

(i) Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

With a goal of expanding access, the WB endeavors to increase the scope and effectiveness of the career center and required WIOA partner relationship by leveraging its role as an intermediary and facilitator. This is discussed in section A6 above.

Additionally, we have been exploring new ways to collaborate with partners such as co-authoring grant proposals or agreeing to be a supportive participant in a grant application. We also look to expand the pool of partners to include other agencies (such as local housing authorities and faith-based organizations) who serve customers in need and/or have significant barriers to employment. Our goal is to create similar referral and service processes based on those with our WIOA partners.

(ii) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

The WB, CC and WIOA Partners have been working very closely over the past several months to design and implement a shared customer referral process. We have explored the concept of, and alpha tested, an online-based tool that supported the referral and tracking process while also supporting career pathway customer activities. Unfortunately, the proposed system did not provide the hoped-for ease of use and desired outcomes. We are currently utilizing a traditional

paper-based referral system in conjunction with our Massachusetts One-Stop Employment System (MOSES) and utilizing the CC career exploration and case management processes to support shared customers

(iii) Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

The WB will adopt a two-pronged approach to this. The first being a data-driven strategy to identify potential gaps between post-secondary credentials and industry recognized certificates being most sought after by business and the availability of training providers. The second component is to increase the pipeline of jobseekers who are able to take advantage of training opportunities.

Quantitative data from job posting information combined with qualitative data received directly from companies through the board's business engagement as well as establishing credentials associate with priority occupations identified in the Greater Boston Regional Blueprint, will provide a clear picture of where training dollars and resources can create the best return on investment. Secondly, by cross referencing this data with approved training providers that are captured through TrainingPro and Massachusetts One-Stop Employment System data the WB will be able to focus efforts to mitigate these gaps. This mitigation will include:

- Research/Recruit new training providers and work with existing providers to expand credential and certificate options.
- Leverage apprentice training models to encourage employers to provide training in the absence of an identified training provider.
- Expand the use of technology resources and distance learning where applicable.

In order to increase the pipeline of jobseekers, the WB will focus on streamlining the process for individuals to receive training and developing the skills from the region's youth and adult basic education populations which will empower them to successfully complete training. To accomplish this goal, the WB will:

- Prepackage or fast track the eligibility for training for programs that offer high demand credentials, specifically credentials that support the region's most critical occupational groups, Computer and Mathematical, Healthcare Practitioners and Technical and Healthcare Support occupations
- Work to expand our ABE and ESOL provider base. At the same time collaborate with our current providers and projects to integrate adult basic education curriculum with vocational training content. This will also enable jobseeker to take advantage of fuller range of career pathway opportunities

- Youth programs and activity will have a strong STEM emphasis, which directly impacts the majority of the region's priority occupations. Through STEM focused career exploration, education and experiential opportunities such as internships, more young adults will be encouraged to pursue industry recognized credentials.

(3) Please describe the strategies and services that will be used in your local area:

(i) To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations;

The WB will use several sources to identify businesses to engage, and then market our workforce development programs to them. Using Labor Insight from Burning Glass will enable the WB to target employers who are actively hiring in each of our cities and towns. The WB will also use employer databases from ALMIS and InfoGroup to further develop a pool of businesses to reach out to. All of these sources can be parsed by SOC and NAICS codes, which the WB will utilize to align our outreach efforts by industries and occupations critical to the region as noted in section a.

The WB will continue to be an active participant with the numerous chambers of commerce and rotary clubs that make up the region in order to connect with a range of businesses, most importantly, the small business community.

The WB will work together with our MassHire Career Center to deliver a solution-based approach to each business which may include:

- Job posting and recruitments
- Specialized hiring events and job fairs
- Industry specific training
- On-the-Job Training and Apprentice Training
- Workplace safety consultations
- Technical assistance accessing tax incentives
- Local labor market information briefings

(ii) To serve agricultural businesses and how you intend to improve those services;

The Agriculture, Forestry, Fishing and Hunting industry sector employs 1,200 to 1,500 workers in the region, which is less than a tenth of a percent of the Metro South/West workforce. As such, it is not a primary focus of the WB. However, the WB will support our workforce partners, like Norfolk County Agricultural High School, who are engaged in this industry on an ad hoc basis.

(iii) To support a local workforce development system that meets the needs of businesses in your area;

As noted in the previous responses, the WB and the MassHire Career Center will employ a “solution-based” approach and conduct a needs assessment with each business in order to determine what the most effective combination of services would be.

(iv) To better coordinate workforce development programs and economic development;

The WB will work directly with the 495 MetroWest Partnership, a public-private collaborative of businesses, municipalities and other stakeholders to primarily address economic development as well as workforce housing, transportation and the development of a skilled workforce in our shared region. Joint activities will include:

- Quarterly Municipal Economic Development Round table meetings
- Input on legislative initiatives in regard to transportation and other resources
- Development of best practices to retain, grow and attract employers

(v) To strengthen linkages between the Career Center delivery system and unemployment insurance programs;

The Division of Unemployment Assistance (DUA) is an identified WIOA partner in the WB’s local MOU. The WB will be conducting quarterly meetings as well as monthly conference call updates with WIOA partners, which will serve to give DUA a way to provide input on services delivered through the career center.

The WB in its career center oversight role will ensure that the Re-Employment Services and Eligibility Assessment (RESEA) program effectively connect UI claimants to employers and that UI claimants are prioritized when recruiting talent for businesses.

a. What methods are used by the Board to identify and recruit business intermediaries

As previously noted, the WB will continue to be actively involved with chambers of commerce and rotary clubs, not only as members but as partners on special initiatives, such as the “recovery friendly workplaces” that involves the MetroWest Chamber. This will enable the WB to network with and learn about potential new intermediaries.

The WB will also seek to expand its activity within current partnerships with industry groups including AIM, Mass MEP and the 495 MetroWest Partnership. Expanding beyond state-based intermediaries and creating partnership with nationwide

organizations such as the relationship the WB has with National Retail Federation will be another component of this strategy.

Additionally, the WB is looking to create new intermediaries and build on a “summit” model carried out with three manufacturing firms in the town of Acton. The “Acton Manufacturing Workforce Summit” is a forum that meets regularly, made up of employers, training providers and MassHire staff to address industry specific workforce challenges. The WB seeks to replicate this model in other cities or towns that rely on a particular industry sector.

b. Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses

Historically the WB has taken a lead role in business engagement, and as such has developed a wealth of resources that includes employer contacts, needs assessments and other qualitative data.

We will continue to coordinate with our career center’s Business Service Unit (BSU) to share and align these resources derived through our employer engagement efforts. The WB will also include the BSU on employer events through our grant funded youth programs so businesses that may initially be looking to fill a young adult internship position can also learn about the range of other business services available to them.

A BizWorks/Rapid Response staff person is actually co-located in our Framingham Career Center in order to more effectively inform staff of business dislocation events occurring in the region and coordinate delivery of layoff mitigation services, re-training and other reemployment services for dislocated workers. The WB and our Career Center will continue to participate in the Mass BizWorks Central Region’s monthly meetings.

- (vi) That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph (b)(3) of this section;**

The WB will continue to build on its “Solution-Based” approach to business engagement. Programs listed above are viewed as tools in a toolbox to be appropriately implemented based upon the needs of a business on a case by case situation and where appropriate as informed by labor market data, scaled-up to groups of employers. This approach is predicated on board members, board staff, our career center and our WIOA partners being well aware of and well versed in potential solutions noted above as well as apprentice training, access to Workforce Training Fund grants and detailed needs of regional businesses. The WB will integrate staff development and formalized

communication channels with our workforce partners and stakeholders to accomplish this.

(4) Please provide an examination of how your Board will:

- **Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area**

As noted previously, the WB will work directly with the 495 MetroWest Partnership to address economic development challenges in the region. The Executive Director of the WB is a member of the 495 Partnership's board of directors and will be well positioned to leverage resources to support economic development.

The WB, in conjunction with our career center's BSU will also coordinate individually with municipal economic development staff at a city and town level.

The WB is also committed to its collaboration with the Massachusetts Office of Business Development. We will continue to coordinate with Metro South/West region's designated business development director to support effective implementation of statewide economic development incentive programs.

- **Promote entrepreneurial skills training and microenterprise services;**

While the WB does not directly fund entrepreneurial skills training, we actively support the Adult Education Centers in the region, who provide individuals with business start-up assistance and help with navigation of the process to become a sole-proprietor.

In addition, resources and information will be made available to individuals through our career center including:

- U.S. Small Business Administration resources, funding options, opportunities to receive mentoring and regional contact referrals
- Guidance on the Census Business Builder (CBB) tool from the US Census. This provides potential small business owners key data for their business plan or to better understand their potential market.

The WB will also support local economic development entities in the region, such as the Marlborough Economic Development Corporation, who promote entrepreneurship as part of its mission.

(5) Please describe the Career Center system in your area, including:

- (i) How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers;**

The WB continuously reviews the Eligible Training Provider (ETPL) List to ensure training vendors maintain satisfactory performance and offer courses that meet the needs of businesses and job seekers in the region. We also look to expand the ETPL (adding new vendors and courses) via requests from job seekers and businesses, and as a result of LMI studies which may indicate an imminent/future need. As with existing vendors, these new additions are vetted thoroughly to ensure that they meet our standards and needs.

- (ii) How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means;**

The Metro South/West region is geographically large with 43 cities and towns. We have two brick and mortar comprehensive career center locations in Framingham and Norwood. We intend to create 3-5 affiliated career center sites in areas of the region that are underserved and have need but are not conveniently located to one of the comprehensive sites. We are piloting an affiliated site in Waltham and will take learnings from this experience as we establish additional affiliated sites.

Additionally, the CC typically runs Career Center Seminars (CCS) in the two comprehensive centers on a daily basis. We have run CCS in remote locations to accommodate observed needs for customers unable to attend a regular seminar. We are evaluating the expansion of this concept to include “pop up” or “on demand” CCS at remote, affiliated and comprehensive sites to meet the needs of individuals with unique or time sensitive needs.

- (iii) How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;**

Both comprehensive CC sites are in full compliance with ADA regulations including facility access and technology-assisted services. Staff are trained to assist customers with disabilities. Additionally, the Massachusetts Rehabilitation Commission (MRC) conducts a biannual assistive monitoring to ensure compliance and provide guidance for improvements.

(iv) The roles and resource contributions of your partners – how are these relationships sustained and kept productive;

The roles and resource contributions of all required partners are listed in the fully executed WIOA Partner MOU (Appendix a). All infrastructure funding decisions are made at the state level and provided to the region via an Inter-Agency Service Agreement (ISA). The WB, CC and Fiscal Agent oversee the budget to ensure that all allocations are incorporated into the local integrated budget and managed appropriately. These budget amounts are shared at the local level with our partners to foster discussion and receive feedback on creative programming that can take place to benefit the customer and positive outcomes. Quarterly partner meetings also help to facilitate productive communication and pro-active planning and programming.

(6) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.

The MassHire Metro South/West Career Center (CC) provides services in three main categories to adult and dislocated workers. These are basic career services, individualized career services, and training services. The basic services are available to all job seekers as they entail outreach, intake and orientation. Initial assessment of skills, abilities and needs for supportive services occurs with basic services as do job search and placement assistance, access to labor market information, and in basic information about training providers.

The next level of service includes comprehensive assessments of skills and service needs, development of an individualized employment plan, referral to training, individual and group counseling, and work-readiness literacy activities. Case management for customers who are seeking training occurs here as does soft-skills training and supports.

Occupational skills training services are available through Individual Training Accounts (ITAs), adult education and literacy activities, on-the-job training and apprentice opportunities, incumbent worker training and other workplace related instruction as determined necessary for the worker to find meaningful employment.

Assessment is effective when the right tools are used to help make evidence-based matches between the current skills of the worker and the skills needed skills for the workforce. Some of these tools include Career Ready 101 and WorkKeys which can help the job seeker earn a National Career Readiness Certificate. Test of Adult Basic Education (TABE) is used to assess a customer's readiness for referral to an ABE center, and for coordination with the local community college. WIOA Youth are tested for literacy/numeracy levels as well. The Transferrable Occupational Relationship Quotient (TORQ) is used by staff to analyze the transferability of skills among various occupations, and to provide information on skills gap, salary levels and job search suggestions.

Numerous workshops are also available to provide support to job seekers. These include Veteran Federal Job Search; 21st Century Resume; Interviewing Success- Developing your self marketing pitch; Career Planning Sessions; ABC Planning; Introduction to LinkedIn and others. In coming

months, abbreviated workshops tailored to meet the needs of some entry level workers will be formulated, with an eye to offering them at DTA and other locations.

(7) Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

The BSU of the CC, as noted, will continue to work closely with the Mass BizWorks program. One of the major services offered through Mass BizWorks is the Rapid Response (RR) program, which helps businesses facing downsizing or closings.

When the WB or CC is notified of a layoff or a closing, the Rapid Response Team is alerted to initiate services. Businesses may also submit a formal WARN notice to the Rapid Response Statewide Team.

The RR Team coordinates activities with the WB and CC. The RR Team will schedule a meeting with the employer to obtain information about the dates of layoffs, types of jobs being impacted, number of employees affected. Employee informational meetings are generally scheduled on site, with RR and CC staff providing information about reemployment services including trainings, as well as unemployment insurance. These trainings may be funded through the Dislocated Worker or Trade programs and some laid off workers may be eligible for Section 30 extensions of their unemployment claims while in training.

Some counseling, workshops, or career center seminars may be provided on site while others are held at the CC. Layoff intervention is provided by linking businesses in growth stages with those business who are laying off similarly skilled workers. The Business Services Representative (BSR) will work with the other staff in the CC to access funding and training opportunities for eligible dislocated workers to upgrade current skills or provide new skills needed to obtain a new job.

As noted, one Mass BizWorks/RR coordinator is co-located at the MassHire MSW Career Center in Framingham. This co-location allows the region to proactively serve employers in transition and their affected employees. The co-location also strengthens the referral and service delivery processes, as well as the communication and relationships between the RR team and the BSU and the case managers. This co-located position is a key link between the WB, the CC, and the state RR team when considering an application for a National Dislocated Worker Grant (NWDG), which provides additional resources for training and employment services to the affected workers. The Team will provide guidance to employers and/or employees on how to file a TRADE petition if applicable.

The MassHire MSW Career Center Operation Managers, the BSU Team, the Partner Liaison will meet monthly with the BizWorks Rapid Response team who cover the Metro South/West to discuss upcoming layoffs, opportunities for the CC to assist Rapid Response and upcoming NDWG grant opportunities.

The MassWorkforce Policy and Informational Issuances provide the framework for the coordinated efforts between the WB, CC and the RR Team. These efforts will continue to expand to provide enhanced services to the businesses and job seekers in the region.

MassWorkforce Issuances detailing Rapid Response Policies and Procedures:

100 DCS 11.101	1. Massachusetts Rapid Response Process Under WIOA
100 DCS 11.101A	2. Company Questionnaire / Demographic Report
100 DCS 11.102	3. Mass BizWorks Program Continuation and Tracking in MOSES
100 DCS 11.102A	4. Mass BizWorks Flowchart
100 DCS 11.102B	5. Mass BizWorks Program Plan
100 DCS 11.102C	6. Mass BizWorks Committee/Regional Teams Description
100 DCS 11.102D	7. Mass BizWorks Icon in MOSES
100 DCS 11.102E	8. Mass BizWorks Business Cycle
100 DCS 11.103	9. Rapid Response Set-Aside Funding
100 DCS 11.103A	10. Grant Application Process
100 DCS 11.103B	11. Grant Application
100 DCS 11.103C	12. Fiscal Application
100 DCS 11.103D	13. Vouchering Payment Guidance
100 DCS 11.103E	14. Vouchering Master Agreement Template
100 DCS 11.103F	15. Statement of Application Completeness Checklist

(8) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

The US Department of Labor, through the Workforce Innovation and Opportunity Act, provides funding to support intensive workforce development activities for 100 – 150 teens living below the poverty level and facing additional barriers to employment. MassHire Metro South/West *Career Connections*, the region's youth program operator, offers a comprehensive young adult development program designed to provide intensive education, employment and training services to meet the needs of disconnected young adults. Participants are between the ages of 17 and 24, reside in the Metro South/West region and meet the Workforce Innovation and Opportunity Act (WIOA) Title I Youth eligibility requirements.

Approximately sixty percent of the young adults currently enrolled in *Career Connections* have a documented disability. Coordination of services with Special Education departments, Disability Advocates and Mass Rehabilitation Commission is common practice. Case Managers (CMs) participate in transition planning and incorporate WIOA services into a participant's Individual Plan for Employment.

Young adults with disabilities are provided with accommodations typically outlined in an Individual Education Plan or a formal medical evaluation (e.g., additional time for taking tests) throughout the assessment and planning process. Complementary services with disability partners are frequently leveraged to enhance the young adults' ability to meet their employment and educational goals.

Disability professionals are consulted to ensure participants have appropriate education/workplace supports (e.g., assistive technology), and are provided with accurate information needed for benefits planning.

Successful collaboration among partners at the Framingham DTA site, Massachusetts Commission for the Blind and Massachusetts Rehabilitation Commission have been formally established and have proven to be of a cooperative nature. *Career Connections* CMs are trained and knowledgeable in the services provided by the partner organizations and work with agency staff to access available resources. An informal tracking and referral process currently exist.

(9) Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

Career Connections utilizes a Pathway approach to bridge education and training to our young adults preparing for the workforce. Pathways are customized to meet each individual's needs and align remediation, employment, training, post-secondary education and supportive services. CMs ensure that the program participant understands entrance requirements, the application process, industry licensing/credentials, remediation (if necessary), prerequisite requirements, apprenticeship criteria, labor market demands, opportunity for advancement and salary potential of the career cluster. Youth continue to develop critical thinking skills as they interpret the demands of the industry, reflect upon their goals and skills, and take the necessary steps to enter a specific career pathway. These action steps require problem-solving skills to successfully navigate a career pathway.

Extensive research and planning is invested into the development of education and training goals for pathways necessitating classroom training. CMs assist young adults to gain entry into available post-secondary opportunities that align with the demands relevant to the labor market. Participants are offered assistance accessing grant funding, federal financial aid, Massachusetts State Scholarship, institutional grants, and local scholarships.

In-school CMs coordinate with high school administrators to ensure students remain on track to meet graduation requirements. Access to academic supports, including dropout prevention and credit recovery strategies leading to the completion of a secondary school diploma, are facilitated by CMs. Continuous follow-up and benchmark incentives have proven to be effective motivators to keep students on track.

(10) How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to compliant workforce investment activities.

The CC intends to continue its efforts to increase accessibility for WIOA Title I participants through off-site service delivery. The CC has made considerable efforts to expand services throughout the region by facilitating workshops at libraries and partner locations, out-stationing staff to support job search efforts and by creating mobile case management positions.

Career Navigators are able to facilitate workshops at any given location around the region and can be out-stationed with partner organizations to enhance career readiness. At this time a Career Navigator is

out-stationed at WATCH CDC in Waltham every Thursday and a Mobile Case Manager is out-stationed at the Human Services Center in Acton every Tuesday. Mobile Case Managers are able to offer intensive case management services off-site at partner locations, eliminating the need for the participant to come to the Career Center.

(11) What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the Career Center delivery system?

The WB procures and oversees the MassHire Framingham and Norwood career centers which are currently operated by the Metro South/West Employment & Training Administration Inc (MSWETA) under an interim agreement with the WB. This interim arrangement became effective July 1, 2018 and is expected to last through most of FY19, giving the MSWETA the opportunity to pursue the formation of a consortium with three WIOA required partners, (DCS, DUA, DTA) as well as possibly two other non-required regional workforce partners. Regardless of the final number of partners in the consortium, the main goal of the model is to maximize coordination, reduce duplication, facilitate referrals between partners and improve service delivery throughout the region.

The current organizational structure is an integrated leadership team which consists of MSWETA and DCS employees. The leadership team is led by a MSWETA Director. All career center staff are responsible for the delivery of services to job and training seekers as well as regional employers and are a blended team of MSWETA and DCS staff. Staff are cross-trained in many functions.

Collaboration with partners is encouraged. Some case managers are designated as mobile, as they are out-stationed in other locations across the region to provide, at a minimum, the Career Center Seminar and in some cases additional case management services. The BSU is assigned geographic sections and come together to provide collaborative services. The BSU works with job ready customers who have completed training, to refer them to openings. The BSU works closely with the Rapid Response team when there is a closing or layoff. The BSU also plans four large scale job fairs per year as well as other business-related events and activities.

Opportunities for colocation at partner sites is being actively pursued and in the next few months it is planned that career center services will be available through staff at DTA and other regional workforce settings.

Services are provided at two brick and mortar sites in the region; one in Framingham and one in Norwood. The leadership team strives to see that services are equally available between the sites, moving staff as necessary to coordinate and support each location. Over the next four years each site will have its lease expire and this provides great opportunities for consolidation and/or expansion, as well as providing services in locations that are visible and easily accessible to the public.

(12) How will career and training services, required under WIOA, be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center(s)?

Signage, written in English and Spanish, is posted in the reception areas of the MassHire Framingham and Norwood Career Centers informing customers of their rights as MSFW

employees. Customers are asked if they are a seasonal farmworker as part of the general intake process.

A dedicated MSFW employment specialist will be designated in each center and will connect with that customer. Any MSFW customer has access to all the universal services available to other customers. During the Career Center Seminar (CCS) access to training opportunities is explained, and any MSFWs who may be interested in training are cycled to the case managers for assessment, counseling and intake as deemed appropriate.

Career Center staff will make job referrals to agricultural orders whether obtained locally, through the Agricultural Recruitment System (ARS), or the H2-A foreign labor certification program. They will determine the eligibility of a qualified applicant and disclose the terms and conditions of employment prior to the referral by obtaining the employer's application (ETA-790) from the Foreign Labor Certification Unit.

Business services will be made available to agricultural employers who can benefit by pursuing WOTC tax credits, bonding programs, and recruitment services to fill their hiring needs. The Business Service Representative will provide assistance and information to the agricultural employers about labor laws and pertinent regulations.

The Career Center will arrange for initial and refresher training, at least one per year, or more frequently if needed.

(13) How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232:

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of –

- i. of how funds awarded under this title will be spent consistent with the requirements of this title;
- ii. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- iii. how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- iv. how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;
- v. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;
- vi. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
- vii. information that addresses the considerations described under section 231(e), as applicable.

The four adult basic education providers in our region are part of our local MOU. As such we will continue to work with them at a board level. The CC coordinates closely with the Adult Education partners in the region. A Career Navigator has visited each Adult Education partner offering CC workshops and information to students to promote the benefits of becoming a shared customer. The CC also offers space to Adult Education partners onsite at each comprehensive location. Career Navigators coordinate referrals to and from these entities to support students and recruit for special programs.

- (14) Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.**

Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements). *(Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers' Council (NEFWC), the WIOA Sec. 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan).*

The WB will continue to develop collaborative efforts with its WIOA partners through execution of the MOU. (Appendix a.) A primary component of this strategy will be to create staff development training modules that span the partnering agencies. The following modules make up the staff development core curriculum:

- Partner agency missions
- Services offered by each agency
- Target populations served and their characteristics
- Requirements for participant entry
- Accessibility of services (accommodations)
- The referral process to and from the career center and the criteria used to determine when a referral would be made
- Staff sensitivity. What it means to be multi-lingual, multi-cultural, disabled and other special populations and what their needs are

The WB also plans to expand the joint activities with one of its existing partners Southern Middlesex Opportunity Council (SMOC). SMOC is a community based, multi-service agency that provides Behavioral Health Services; Economic Development, Education, Employment & Workforce Development Services; Energy & Financial Assistance Services; Family & Nutrition Services; and Comprehensive Housing Services. These potential new joint activities will include:

- Development of coordinated intake and referral process between SMOC and the CC
- CC staff facilitating Title I Training Orientation at SMOC on a regular basis
- Coordinating workshop calendars to maximize offerings and avoid duplication of similar content
- Co-branding the MassHire logo with SMOC

In addition, the WB also intends to expand its capacity to provide labor market information to stakeholders by collaborating with the Metrowest Economic Research Center (MERC) at Framingham State University. MERC produces economics reports on topic areas that the WB historically has not addressed, such as cost of living and housing. By working with MERC, the WB can provide its access to job posting data and qualitative data from employers to help develop a clearer picture of this region's economic landscape. Our first potential collaborative project is targeted for spring of 2019.

(15) Please provide the name and contact information of your Fiscal Agent.

Carol Wolf, Chief Financial Officer, Metro South/West ETA, Inc., 1671 Worcester Road, Lower Level, Framingham, MA 01701, 508-861-3278

(16) Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.

Metro South/West Employment & Training Administration Inc (MSWETA) is the non-profit 501(c) 3 which has been designated by the MassHire MSW Chief Elected Official and certified by MassHire DCS as the WIOA Fiscal Agent for the regional workforce funds. MSWETA adheres to a local Procurement and Contracting policy, which is consistent and compliant with Mass Workforce Issuance 100 DCS 01.102, in all matters of procurement and contracting related to funds provided through the Department of Career Services including, but not limited to, Workforce Innovation and Opportunity Act funding. The Procurement and Contracting Policy as well as the other fiscal policies has been submitted as part of the Standard Operating Procedures for the region.

MSWETA is the fiscal agent and financial contract signatory authority for WIOA funds in the Metro South/West workforce development region.

The Executive Director and the Fiscal Officer are responsible for the conduct of all formal solicitations and procurements.

The Executive Director and the Fiscal Officer are the only individuals within MSWETA who have the authority to allocate funds to procure goods and services; approve procurement plans, issuance of a solicitation package, selection of contractors, contract modifications and procurements deemed non-competitive and/or sole-source; sign contracts as authorized in contractual agreement with regional CEO; and issue notices of contract termination.

The WB conducts the procurement for the operators of the WIOA Career Center and Youth providers, while the Fiscal Agent is the contract signatory authority, following local procurement rules and 100 DCS 03.105.1. The WB designates the Career Center Committee to design the RFP, pending final approval by vote of the WB.

- (17) Please provide the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area.**

Local Boards may insert or provide a link to requested performance goals.

The following was submitted to DCS as part of the FY19 Local Plan:

PERFORMANCE MEASURE	FY2019 PROPOSED LOCAL GOAL	FY 2020 PROPOSED LOCAL GOAL
WIOA ADULT MEASURES		
Employment Q2	86.0%	86.5%
Employment Q4	78.0%	78.0%
Median Earnings Q2	\$5,200	\$5,300
Credential Rate	71.0%	72.0%
WIOA DISLOCATED WORKER MEASURES		
Employment Q2	86.0%	86.0%
Employment Q4	85.0%	85.0%
Median Earnings Q2	\$7,700	\$7,800
Credential Rate	60.0%	62.0%
WIOA YOUTH MEASURES		
Employment/Education Q2	80.5%	81.0%
Employment/Education Q4	73.0%	73.5%
Credential Rate	70.5%	70.5%

The following table represents customer performance goals that the CC and WIOA Youth programs have committed to in the FY19 Local Plan. The WB and relevant oversight committees will review CC and WIOA Youth performance on a regular basis as part of our accountability process.

FY2019 Performance Goals (Metro South/West)	Adult	DW	Youth
1. Participants	100	400	112
2. Program Exiters (= 2.a + 2.b)	50	300	63
a. Enter Employment	43	258	54
b. Other Exit Reasons	7	42	7
3. Carry-Out to FY2020 (= 1 - 2)	50	100	49
4. Entered Employment Rate at Exit (= 2.a / 2)	86%	86%	89%
5. Total Participants in Training Activities (single count*)	45	147	112
a. Occupational Skills Training (all including ITA)	15	30	70
b. On-the-Job Training (OJT)	10	5	35
6. Training Participants Obtaining Certificate/Credential	15	30	67
7. Support Services	30	70	112

The region has not previously had business engagement performance measures for the CC. The WB and CC operator are currently evaluating appropriate performance measures and expect to pilot these in FY19.

- (18) What are the actions and activities that support the local boards continued status as a high-performance workforce board?**
- a). What trainings are applicable to Board members?**
 - b). How do business Board members contribute to workforce development in your region?**
 - c). How does your Board support the business services in the career centers?**
 - d). To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?**

The WB has been recently reorganized and will utilize five standing committees to carry out its responsibilities under WIOA and maintain its status as a high performing workforce board. The committees are listed below:

Committee Name	Committee Charge and Responsibilities
Executive Committee	The Executive Committee is charged with organizing the work of the WB and providing guidelines for board actions. The Committee will make provisional decisions on behalf of the WB and when expedient action is required or warranted, exercise certain powers and duties of the WB. Duties include but are not limited to:

	<ul style="list-style-type: none"> • Approve annual budgets and forwarding the four (4) year local plan to the full board for review • Develop legislative/advocacy platforms and position statements • Develop governance, operational and policy objectives • Identify potential nominees on an on-going basis for board vacancies. • Design and oversee a process of board orientation, including gathering information prior to election as board member and information needed during the early stage of board service • Regularly reviews and updates the organization's policies procedures and makes recommendations to the board. By-law changes are initiated as required • Evaluate the performance of the Executive Director of the MassHire Metro S/W Workforce Board
Youth Programs Committee	<p>The responsibility of the Youth Employment Committee is to increase the ability of both in-school and out-of-school youth to succeed in the workforce. Duties include but are not limited to:</p> <ul style="list-style-type: none"> • Design and oversee employment related program implementation for youth ages 14-24 • Establish goals and performance standards for youth programs • Advocate for resources and initiatives promoting youth employment • Develop and participate in fundraising initiatives to support youth programs • Select WIOA youth vendors • Approve WIOA youth plan
Career Center Committee	<ul style="list-style-type: none"> • The Career Center Committee is responsible for oversight, program policy and service delivery of the one-stop career center in the Metro South/West region. <p>Duties include but are not limited to:</p> <ul style="list-style-type: none"> • Define the role of career centers in workforce development and economic development in the region

	<ul style="list-style-type: none"> • Review monthly funding stream and WIOA training expenditures related to the career center operations and approve the annual budget • Establish guidelines for the career center business plan and review and approve the plan • Charter career center operators • Set standards for career center performance and continuous improvement • Establish procedures for measuring career center performance and review monthly • Review and recommend for approval, the selection and designation of a One-Stop Operator, Adult, Dislocated Worker and Youth program providers following a competitive procurement process, and if warranted and necessary, decertification of the One-Stop Operator
Finance Committee	<p>The Finance Committee is responsible for oversight of MassHire Metro South/West funds, but it is not involved in the daily operations of grants and programs. Duties include but are not limited to:</p> <ul style="list-style-type: none"> • Prepare and recommend the MassHire Metro South/West Workforce Board operating budget • Recommend allocation of WIOA funds to One Stop Operator(s) after review of each proposed budget • Review all financial reports/documents/audits as needed • Establish, enforce, and review all financial policies and procedures. • Request additional information and reports from One Stop Operator(s) on an as needed basis. • Work with the Executive Director to secure additional grants and funds for the workforce development area and WB
Workforce Strategies Committee	<p>The Workforce Strategies Committee is responsible for leading strategic planning efforts for the full board and advising on the delivery of workforce services to vulnerable populations as well as prioritize which industry sector-based initiatives to pursue. The committee will also keep the WB apprised of labor market trends, the status of regional economy, and the hiring and workforce needs of employers. Duties include but are not limited to:</p>

	<ul style="list-style-type: none"> • Develop and present for review the strategic plan for the full board and periodically amend when necessary • Collect and provide information on programs and services to be made available for individuals with the highest barriers to employment, including but not limited to, those with disabilities, veterans and justice involved individuals. • Review labor market data and make recommendations based on the information provided. • Promote participation of employers in the workforce system. • Identify career pathways within priority industry sectors in the Metro South/West Region
--	---

a). What trainings are applicable to Board members?

The WB has begun work through its executive committee to develop an updated on-boarding process for new members. A key component of the process is a training module that provides an overview of WIOA, the Massachusetts workforce system and the thirteen primary responsibilities of a workforce board as required by CFR §679.310 and §679.370. Members who serve on a standing committee will receive training specific to its work. For instance, members of the Youth Programs committee will learn the core objectives and goals for Connecting Activities, Youth Works and WIOA Title I Youth.

Labor Market Training is also available to the board members that explains the distinction between industries and occupations, how the North American Industry Classification System and the Standard Occupation Classification System function as well as primer on the Greater Boston Regional Blueprint

In addition, WB staff will be attending WIOA Title I specific training. The WB will make an abbreviate version of this training content to all board members.

b). How do business Board members contribute to workforce development in your region?

All board members are asked to attend four quarterly meetings each year. During these meetings of the WB, members deliberate, provide input and vote upon proposals submitted by the standing committee. WB members are also encouraged to serve one of the five standing committees and/or ad-hoc committees to address a specific purpose for a limited duration.

c). How does your Board support the business services in the career centers?

While the full board is able to provide direction and guidance in terms the delivery of business services, the bulk of the work is taken up by the Career Center Committee. Board members on

the Career Center Committee bring their knowledge and expertise in order to help define the business services component of the center as well establishing quality assurance mechanisms to ensure the services have a high “value add” to stakeholders.

d). To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?

Inter-board collaboration will continue through the communication and coordination of executive directors, presidents or chief executive offices representing the sixteen workforce boards. This information will allow us to develop more opportunities for businesses to tap into talent pipelines across workforce delivery areas. Likewise, by keeping our fellow workforce boards apprised of companies who have staffing needs, jobseekers willing to travel or relocate have a greater chance of finding meaningful employment.

The WB collaborates with the Metro North and Boston workforce boards in regional planning effort to align workforce development, education and economic development strategies to support the larger Greater Boston region. The WB will continue to develop updated labor market data and establish NextGen sector partnerships in critical industries across the region

As noted previously, intra-board collaboration is exemplified by the WB through its dynamic of the standing committees carrying out specific work tasks and the bringing back elements and recommendation of this work back to the WB for deliberation and approval.

(19) How will training services outlined in WIOA sec. 134 be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The MassHire career center staff and management team are responsible for most facets of client training, eligibility determination, ITA or OJT development, case management, contract implementation and client follow-up processes. The WB and the Fiscal Agent also play key roles in the design, authorization and compliance of client training activities and expenditures. For process clarity, the roles of the Workforce Board and the Fiscal Agent are further detailed below.

In the client training process, the role of the WB is largely to set the regional training cost cap, approve training vendors in the MOSES system, monitor system processes and mandatory training rates, and review requests for waivers from the standard procedure:

- The training cap is determined during the annual planning process and is a collaborative determination between the career center operator and the WB. The WB sets the cap; any exceptions to the cap should be reviewed and approved by the WB.

- The WB approves eligible training providers on an ongoing basis throughout the course of the fiscal year. All requests for inclusion on this list should be directed to the WB office.
- Any exceptions to established protocol, such as providing training to out-of-region or non-WIOA eligible clients, tuition exceeding board approved cap, etc. is directed to MSW WB office and may require a vote of the WB.

As the Grant Recipient, the Fiscal Agent's role in the delivery of client training is to authorize all ITA and OJT contracts and ensure that related expenditures are adequately documented and compliant with requirements of each funding source. The Career Center ensures compliance and quality assurance of the Individual Training Board process. The Career Center works with the individual customer to conduct assessment, provide advice and counseling. The Career Center provides follow up services both while in training and after completion, and works closely with the customer in job development and referrals to employer's openings.

Individual Training Approval Process:

- Customer eligibility is determined and enrollment into the appropriate program is verified and completed, including but not limited to the confirmation of residence in our region, separation from an employer in our region or other designated special circumstances.
- The assigned Career Advisor works with the customer to complete all aspects of the ITA proposal packet. Upon completion and quality assurance review of the ITA packet, an ITA board is scheduled.
- The board consisting of a Career Center Manager, proposing Career Advisor and a third career center staff will review the training proposal justification and take a vote. A unanimous vote will result in moving forward with the contract approval process.
- Upon approval from the ITA board an ITA contract is initiated and submitted to the assigned Career Center Manager for review and processing;
- The Career Center Manager reviews the ITA contract for accuracy and submits the ITA to the approved vendor with a copy of the contract, EEO, general terms and information related to the billing process.
- Once the signed contract is returned from vendor, it is reviewed and approved by signature by the Career Center Director or designee.
- The partially executed ITA is then submitted to the Fiscal Officer for final review, compliance approval and final fiscal authorizing signature;
- A copy of the now fully executed ITA is retained by the Career Center Manager and a copy is provided to the Career Advisor for the customer file;
- The original ITA contract is retained in the Fiscal Office.
- The Fiscal Agent will track all expenditures against these contracts; report on mandatory training requirements to management, DCS and the board; notify all parties when training funds are close to depletion or significantly under-spent; and represent the region in federal and state monitoring, as well as independent auditing, of all training-related regional expenditures.

At all stages of the client training process, every effort will be made to review and approve contracts and process payments in a timely manner, communicate frequently and manage the expectations of all involved to ensure that both the client and the

training vendor have a positive and successful training experience, and the region's training dollars are spent advantageously and efficiently.

(20) Please describe the local area strategy and service plans for utilization of the following work-based training models:

- a. **On-the-Job Training, including use of the Commonwealth's waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees**
- b. **Apprenticeship**
- c. **Incumbent Worker Training**
- d. **Work Experiences (paid or unpaid)**
- e. **Transitional jobs (§ 680.190 – *one that provides a time-limited work experience, that is wage-paid and subsidized, and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment*).**
- f. **Online remediation tools (such as WorkKeys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.**
 - i. **Does the local area utilize the National Career Readiness Curriculum (NCRC) to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications?**

On the Job Training: The CC devotes a limited percentage of its available WIOA formula training resources for the provision of On the Job Training (OJT) as a training vehicle. Where OJT is utilized, the CC staff provide consideration to utilize all resources available in the successful training placement including the utilization of the small company waiver providing expanded reimbursement options.

Apprenticeship: The CC staff actively engage in working with both business and job seekers customers in an effort to maximize the use of apprenticeships as an effective training, placement and employee retention tool. The CC will market the Apprenti program (a nationwide organization that connects individuals with training and apprenticeships in the technology field). Customers can use an online assessment tool to gauge their interest and potential success and move to the next level of training and eventual apprenticeship employment.

Incumbent Worker Training: The CC will explore the opportunities to work with local businesses in the development of targeted incumbent worker programming but are not engaged with any companies on these initiatives at this time.

Online remediation tools: The CC will extensively utilize the KeyTrain and WorkKeys elements of the Career Ready-101 suite of ACT services. The region will begin to utilize KeyTrain pre-test as its primary customer assessment tool in measuring customer readiness to enter various skills training program options. The critical value-add from utilizing this assessment tool is the ability to provide the potential training customer with a structured remediation pathway toward successful entry into training

programming.

Computer Literacy Improvement Program/ Certification Employment Readiness Training (CLIP/CERT): The CC will begin to build a Job Skills Training Program to coincide with WBL efforts. This dynamic approach to training will connect unskilled workers to In-Demand credentials by providing necessary access to basic computer skills training, creating an environment where customers can access self directed training for certifications for immediate job solutions as well as long-term Demand Driven pipelines. CLIP/CERT is a two phased digital literacy program offered to WIOA enrolled job seekers to increase capacity for competitive employment. CLIP has no associated program cost as the CC will partner with South Middlesex Opportunity Council (SMOC) to offer the training at SMOC sites.

The CC will offer job seekers and area businesses the opportunity to earn a National Career Readiness Certificate through participation in pre-test assessments, work on remediation modules in three foundational skills concentrations, and the opportunity to sit for the NCRC assessment. We work with area WIOA partners to offer these services to shared customers to earn this credential.

(21) Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.

- a). make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;
- b). allow members of the public to submit comments, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available;
- c). include with the local plan submitted to the Governor any such comments that represent disagreement with the plan.

The WB posted the Plans for public comment on our website masshiremsw.com. Notices of the posting were sent via email to our WB, WB committees, WIOA Partners, and local mayors and town managers. Comments can be sent directly to the board to info@masshiremsw.com.

(22) Describe how your Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.

The CC has been working with the local WIOA partners to identify a method to coordinate referral and intake information for their shared customers. The region supports the work being done at the state level to establish an integrated technology-based intake and case management information data base and is eagerly awaiting its implementation. Meanwhile the case managers record customer referrals in MOSES and maintain their own spreadsheets of cross referrals to use when meeting with partners to keep track of their activity.

The implementation of the Amazon Work Space (AWS) accounts allows the mobile case managers to record information when off-site, and will be fully utilized as more access

points are established such as DTA, the Massachusetts Bay Community College, South Middlesex Opportunity Council, and others throughout the region.

The MassHire MSW Workforce Board has recently invested in technology (ZOOM) which allows remote meetings to be conducted, and the Career Centers will be getting this also, so that we can conduct meetings throughout the region to share information consistently while reducing travel expenses and time spent out of the office.

- (23) What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600 –**

POS for Veterans: <https://www.mass.gov/service-details/priority-of-servicefor-veterans>

State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioastate-plan-final-4-7-16.pdf>

Please describe the local board's policy and process related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116).

The WB and CC follow the guidance set forth by the MassHire DCS policy issuances, most recently #100 DCS 08.116. The Adult Title I program funds which support individualized training and career services are prioritized for:

- Recipients of public assistance
- Other low-income individuals in accordance with Federal Poverty Guidelines and Lower Living Level Standard Income Levels
- Individuals who are basic skills deficient

Additionally, the WB and CC assure that Veterans receive priority of service in all DOL funded training and employment programs as long as the Veteran meets the individual program's eligibility criteria.

Individuals in these groups are given priority of service over other individuals for the individualized training and career services in the Title I Adult program. Veterans within these groups receive priority over non-veterans.

Local staff determine eligibility for the respective programs and services by complying with state issued procedures and the career center's internal processes for enrollment into training. This process includes the Career Center Training Board, consisting of a Career Center Manager, Career Advisor and the Career Center. This Training Board reviews the customer's individual training proposal justification and votes its approval.

(24) Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1 (*Attachment C*) in the absence of a priority of services policy.

- **Veterans and eligible spouses**
- **Recipients of public assistance**
- **Other low-income individuals**
- **Individuals who are basic skills deficient**

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note the local policy and process must be consistent with WIOA sec. 134(c)(3)(E) and § 680.600 in the absence of a priority of service policy.

(c) Your local plan must include any additional information required by the Governor.

(d) Your local plan must identify the portions that the Governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by § 679.540(b):

The Governor may issue regional planning guidance that allows Local Boards and chief elected officials in a planning region to address any local plan requirements through the regional plan where there is a shared regional responsibility. Incorporate anything from your Regional Plan content as appropriate.

(e) Comments submitted during the public comment period that represent disagreement with the plan are required to be included with your local plan.

There is currently no local policy which would give priority of service to other populations for intensive training and career services. Dislocated Workers have their own eligibility processes and are enrolled for service on their own DW terms.

In the forthcoming months the WB and CC will convene to explore the merits of a local priority of service policy.

Attachments:

Appendix a. Memorandum of Understanding (MOU) July 1, 2017-June 30, 2020, Partnerships for a Skilled Workforce and The WIOA Partners

Appendix b. Agreement Between Partnerships for a Skilled Workforce (the Local Workforce Development Board) and The General Manager of the Town of Norwood, for the Oversight and Administration of the Workforce Innovation and Opportunity Act, April 6, 2018 – June 30, 2019

Please note both will be updated to reflect the new signatory for the WB.

*Partnerships for a Skilled Workforce
and
The WIOA Partners*

*Memorandum of Understanding
July 1, 2017 – June 30, 2020*

May 30, 2018

1

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Table of Contents

Purpose and Duration of the MOU	3
Partners	3
Process to Develop the MOU, Define the Shared Customer and Map Service Pathways	3
Career Center Objectives	4
Successful Career Centers	5
Metro Southwest Career Center Business Model	5
Work Plan	5
Target Job Seeker Markets: Priority Populations	6
Shared Customers	7
Continuum of Services	7
Career Center Services to Individuals	7
Pathways to Services	8
Supports and Services for Target Markets	8
Referral Procedures	9
Business Services: The Employer Marketplace	9
Performance	10
Technology	10
Staff Development and Training	11
Shared and Infrastructure Costs	11
Staffing and Out-Stationing	11
Shared Space and Equipment	12
Evaluation	13
Signatories	
 Attachment A. Labor Market Analysis, <i>Knowledge Innovation Economy</i>	
Attachment B. Pathways to Services	
Attachment C. Partner Services	
Attachment D. Business Services	
Attachment E. Assurances	

May 30, 2018

2

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Purpose and Duration of the MOU

Partnerships for a Skilled Workforce (PSW) has led the debate and discussion regarding the career center model, the service delivery system, and the roles and responsibilities of each of the WIOA Partners. This MOU has been developed and implemented with the agreement of the General Manager of the Town of Norwood. The PSW Executive Director and the representative of the General Manager have worked closely to plan the meetings and frame the discussion. The purpose of the MOU is to establish the model for services in the region and define the roles and functions of each of the partners.

This agreement shall begin July 1, 2017 and, unless it is substantially changed or terminated by agreement of all parties, end on June 30, 2020. The MOU will be updated not less than every three years to reflect changes in (1) the signatory officials of PSW, the Partners, and Chief Elected Official; (2) substantial improvements in the delivery of services; and/or (3) changes to infrastructure cost contributions.

Partners

The WIOA Partners in the Metro Southwest workforce area of Massachusetts include:

- Massachusetts Department of Career Services, including Title I Adult and Dislocated Workers, Wagner-Peyser, Trade Adjustment Assistance, and Jobs for Veterans State Grants
- The WIOA Youth Program
- The Massachusetts Department of Unemployment Assistance
- Adult Learning and Literacy Programs: (The list will be revised to reflect the recent award of grants to adult learning centers, including Middlesex Community College.)
 - Framingham Adult ESL^{Plus}
 - Hudson-Maynard Adult Learning Center
 - Middlesex Sheriff's Department Adult Basic Education
 - Norfolk House of Corrections
 - Blue Hills Regional Adult Basic Education Center
- Massachusetts Rehabilitation Commission, Framingham Area Office
- Massachusetts Commission for the Blind, Metro West Regional Office
- Department of Transitional Assistance, Transitional Assistance Office, Framingham, including Temporary Assistance for Needy Families Regional Office and the Supplemental Nutrition Assistance Program
- Senior Community Service Employment Program, Operation A.B.L.E. and Executive Office of Elder Affairs

Process to Develop the MOU, Define the Shared Customer and Map Service Pathways

PSW convened the Partners in October 2015 to exchange information about each organization's customers, services, delivery systems and eligibility requirements. Representatives from the Department of Career

May 30, 2018

3

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Services, WIOA youth program and adult learning centers, Massachusetts Rehabilitation Commission, Operation A.B.L.E and the Department of Transitional Assistance were at the table. The agendas for fall 2015 and spring 2016 meetings included:

- The career center business model
- System mapping
- The common customer
- Referrals of consumers between the Partners and the careers

In the fall of 2016 the original partners were joined by the Massachusetts Department of Unemployment Compensation and the Commission for the Blind. They met in September 2016 to approve a plan presented by PSW to complete the MOU by June 2017. The group was divided into four working teams: common customer, services to individuals, pathways, and business services. Each team presented a proposal on their topic for review and modification by the full Partners group on November 30. The products of the meeting were incorporated into the MOU for discussion at the January 25, 2017, meeting. A final review of the draft took place on March 29, 2017, circulated to the state partners for signature, and was submitted to the state agencies for review. The results of that review were received in a letter dated November 3, 2017.

The members met on November 29, 2017, and on January 31 and March 28, 2018 to address state concerns:

- Priority populations: the shared customer definition, referral systems and menu of services
- Continuity of services: career pathways
- Shared and infrastructure costs: integration and location of services, effectiveness and impact of shared costs, and continuous improvement

The results of those discussions were folded into this “refreshed” MOU for a final member review at a May 30, 2018 meeting.

This MOU will be reviewed in the fall of 2018, will be revised based upon the experience in FY18 and will incorporate products and systems produced in FY18.

Career Center Objectives

Partnerships for a Skilled Workforce (PSW) and the WIOA Partners listed in the previous section agree to:

- Create a one-stop system that supports the development of a workforce with the skills employers require by implementing the business model described in the purpose section.
- Improve the economic standing of career center customers, both youth and adults.

Employment of individuals is the primary measure of success for career centers. However, One-Stop Career Centers cannot be a solution to all our country's workforce of economic needs. The engagement of the partners in this MOU is key to success.

May 30, 2018

4

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

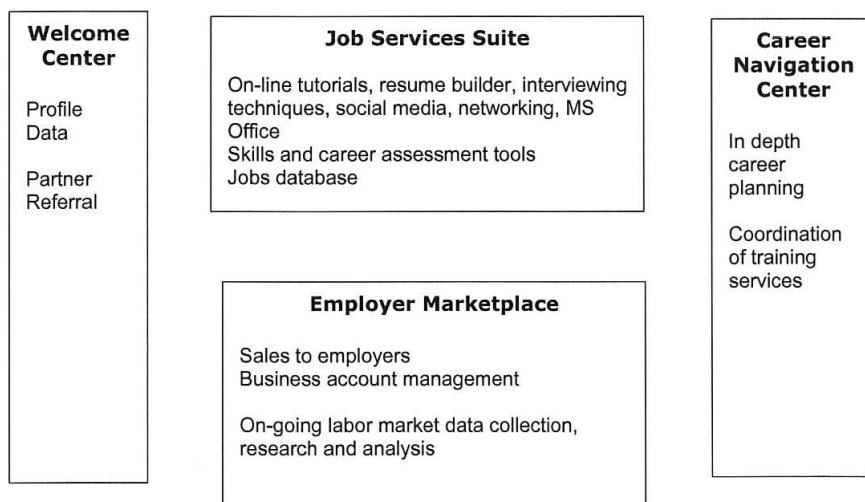
Successful Career Centers¹

The partners agree to build a system in which:

- Career centers are driven by the needs of employers. In Metro Southwest employer needs are the top priority and there are deep relationships between the career centers and employers.
- Training is closely aligned with employer skill requirements. In Metro Southwest job seekers will engage in a combination of work and learning simultaneously to gain market-relevant skills and credentials and achieve good paying jobs with career potential.”²
- Technology is employed thoughtfully to enhance services and reduce costs, freeing staff to concentrate on the content and quality of advice and services to both individuals and employers. In Metro Southwest well-designed platforms support individual learning, placement, management and continuous improvement.

The career center system will have four divisions: Welcome Centers(s), Career Navigation Center, Job Services Suite and Employer Marketplace. See the business and individual services section for a description of the purpose of each.

Metro Southwest Career Center Business Model



Work Plan

In the first year of this agreement, PSW and its Partners will take the first steps to build an employer driven, high tech, high touch career center system:

- Integrate career center and partner services
- Ensure that facilities, services and equipment are accessible to the customers or consumers of the Partners

May 30, 2018

5

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

- Collect and analyze data and take action to respond to changing labor market conditions and to continuously improve services
- Develop a registration form and process to provide for the collection of information to be shared by the career center and its partners until such time as the state-wide intake system is fully functional
- Create and implement a system of referral to services between the career center and the Partners
- Establish a baseline of Partner referrals to the career center during the first year

The Partners will have an annual work plan informed by the experience in the previous fiscal year.

Target Job Seeker Markets: Priority Populations

The workforce system in Metro Southwest will address the needs of the following groups:

- The long-term unemployed;
- Unemployment insurance claimants;
- Low-income adults including TANF and SNAP recipients;
- The homeless;
- Adult education participants;
- Individuals with disabilities;
- Veterans;
- Older workers;
- Offenders who are released from prisons and jails;
- Young adults with barriers to employment.

In Metro Southwest the career centers will give priority to referrals from WIOA partners.

See Attachment A: *The Knowledge Innovation Economy*, for description of the labor market.

¹ Center for Labor Market Studies, Northeastern University. Evaluation of Metro Southwest Career Centers. June 2010. The White House. Ready to Work: Job Driven Training and American Opportunity. July 2014. WIOA Career Center Standards Work Group. 2015. Strong, Ed. One-Stop Career Centers Must be Re-invented to Meet Today's Labor Market Realities. Version 2.0. June 2013. Halbert, Hannah. Employment Connection: Demand-driven model increases job placement. Policy Matters Ohio. Workforce Policy.

² Strong, Ed. P5.

May 30, 2018

6

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Shared Customers

Definition, WIOA Joint Partner Communication 01.2018, March 20, 2018

Shared customers are:

“Youth and job seekers that are eligible for and receive services from more than one WIOA Partner program. They benefit from services and resources delivered across multiple WIOA Partner programs and other stakeholders that are aligned to meet an individual's needs. Shared customers also meet the definition in the Title II regulations of WIOA, CFR 34 Part 63.3 of concurrent enrollment or co-enrollment referring to enrollment by an eligible individual in two or more of the six core programs administered under the Act.

A business that receives services from more than one WIOA Partner program is also considered a shared customer. (However, the policy pertains only to youth and job seeker shared customers.)

Each state WIOA Partner has criteria that must be met before an individual is eligible for the respective Partner services. Communication among Partners is essential to ensure accurate identification of shared customers.”

Continuum of Services

Partners will give their customers the foundation knowledge and skills necessary to succeed in the career center environment and refer them to the career center for services. The customers most likely to benefit from career center career advising, training and placement services are those individuals who:

- Want to take the first step toward employment and/or education, are able and willing to work, and want a job
- Are able to complete digital and/or paper assessments
- Have a desire for services and are committed to training or retooling skills as necessary
- Possess the literacy skills necessary to do the job they are applying for
- Are prepared to look for work, i.e., have arranged for family member care and transportation
- Are documented and able to work in the United States
- Are willing/able to sign a release of information form which will allow agencies to share applicable client information

Some customers will be supported as they progress through the services pathway by a Partner-career center team.

Career Center Services to Individuals

Service begins at the Welcome Center when a staff person with deep knowledge of the career center and partners' specialized services determines the reason why the individual is at the career center, asks the person to complete a profile for employment, an educational history, and guides them to the first step in the service pathway—referral to the Career Navigation Center or the Job Services Suite and/or referral to a WIOA partner or community organization. The referral may be made via computer or telephone.

The package of services may vary in intensity and duration based upon customer need and eligibility. The menu

May 30, 2018

7

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

of services available at the career center includes:

- Skills, interest and aptitude assessment, including literacy, numeracy, language fluency, and English language proficiency, marketable knowledge and skills, and supportive services. Methods include interviewing and diagnostic testing.
- A service plan based on a conversation(s) with the individual that includes a discussion of his or her skills, skills valued in the labor market and the match or gap between what is required, and the individual's knowledge, skills and abilities
- Comprehensive and extensive career counselling based on actual labor market needs so individuals can make informed career decisions
- Eligibility determination for adult, dislocated worker, and youth programs
- Staff assistance in writing a plan leading to employment
- Training programs provided through career and technical education school adult learning divisions, private and public colleges and universities, and other approved vendors that match their skills, interests, personality, and employment goals. Help navigating the financial aid system and applying for WIOA vouchers. A plan for financing education will be developed.
- Referral to Partner organizations and other community resources when individuals need services that are beyond the scope of the career navigation division and they agree to the referral
- Job search preparation and placement

The following services will be available to all individuals through the virtual Job Services Suite and the profile matching system, regardless of eligibility for services through WIOA and other special programs:

- Labor market data including information about industries and occupations where there are current and future opportunities for employment and advancement, the knowledge and skills requirements in those jobs, and relevant education and training programs
- Job search tutorials, including resume building and interviewing skills placement assistance
- On-line occupational training programs
- Notice of a job opening when their profile matches the requirements in the job order, assistance in completing the application, and preparation for selling themselves to the employer
- Information about filing for unemployment and/or addressing problems with their claims

Pathways to Services

There are multiple points of entry into the workforce development system in Metro Southwest, that, collectively, will lead to self-sustaining wages. The pathways for each target group, developed by the Partners for their target groups, are in Attachment B.

Supports and Services for Target Markets

The table in Attachment C (MSW WIOA Partner Services) lists the services provided by the Partners to prepare people for the career center or to respond to the needs of individuals referred by the career center.

May 30, 2018

8

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Referral Procedures

A referral procedures were produced in FY18.

Business Services: The Employer Marketplace

WIOA offers an opportunity to innovate and strengthen services to individuals, industries and businesses. We commit to working with employers who have persistent and deep worker skills shortages, are in a targeted industry, employ people in target occupations, and are committed to hiring people with disabilities. We will work together to identify employer needs in the current marketplace.

The WIOA Partners and the career center operator will:

- Participate in an inventory of business services among the Partners
- Collaborate on the development of common practices, processes and services for the Business Services Team to cultivate new and existing business partnerships
- Enter job orders into the matching system
- Target industries/businesses and occupations in our joint work
- Analyze the current employer database, identify data and share with partners
- Collect data (including but not limited to the characteristics/ abilities, skills and knowledge in demand by the employer) and enter into the customer management system (CMS)
- Collect job seeker profiles and enter the profiles into CMS to match with job orders
- Participate in the analysis of employer data in CMS and use the measurement/performance criteria of Department of Labor (DOL) and PSW in order to identify best practices
- Be familiar with labor market analysis from PSW and other resources
- Participate in the development, implementation and evaluation of the Employer Marketplace

The business services flow chart in Attachment D (MSW WIOA Partner Business Services) shows the process to be followed by the staff of the Employer Marketplace. The “staff” includes people housed in the career center marketplace itself and those housed at a Partner organization.

Performance

Metro Southwest will focus on activities that evidence shows improves performance: demand driven approaches, sector projects, education and occupational training and social support.

In Metro Southwest performance will be measured using WIOA common performance measures for both the job seeker and employers, including:

May 30, 2018

9

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Adults	Measures
Employment	Employed in the 2nd quarter after exit
Employment Retention	Employed in the 4th quarter after exit
Median Earnings	Median earnings in the 2nd quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 th quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Youth	Measures
Employment	Employed or in education or training in the 2nd quarter after exit
Employment Retention	Employed or in education or training in the 4th quarter after exit
Median Earnings	Median earnings in the 2nd quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 th quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Employers	Measures
Effectiveness in Serving Employers	Retention with the same employer in the 2 nd & 4th Quarter after exit
Effectiveness in Serving Employers	Employer penetration rate
Effectiveness in Serving Employers	Repeat business customer rate

Technology

Technology platforms will be available throughout the career center to support the Metro Southwest Business Model. Technology will facilitate the exchange of information and a continuum of services to individuals, employers and Partners. This includes EDGE, Career TEAM's series of virtual job search services, used by both career center and Partner staffs.

Over time, other technologies for delivering and managing services that have the following characteristics will be added:

- Systems (in-person, virtual) available on evenings and weekends
- Connect to the contact management system currently under development by the state
- Platforms for counseling, training, cases management and linking Partner services
- Support integrated “real-time” access between all areas of the career center, customers, and Partners, including tracking customers, accountability system, and quality access for individuals of various education levels, career pathways, and physical or job search needs
- Compliance with applicable statutes, regulations and data security requirements
- Sharing of information to the greatest extent appropriate among Partners
- Compliance with common reporting principles and requirements
- Meets confidentiality requirements
- Innovative, flexible, expandable and cost effective

May 30, 2018

10

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

Staff Development and Training

The following modules make up the staff development curriculum:

- Partner agency missions
- Services offered by each agency
- Target populations served and their characteristics
- Requirements for participant entry
- Accessibility of services (accommodations)
- The referral process to and from the career center and the criteria used to determine when a referral would be made
- Staff sensitivity. What it means to be multi-lingual, multi-cultural, disabled and other special populations and what their needs are

Shared and Infrastructure Costs

Shared costs includes both cash payments and in-kind services, facilities and equipment. Agreements for sharing costs have been negotiated with each of the partners, including staffing, out-stationing, equipment, shared space and referral policies and procedures.

Funding: Each Partner's contribution is negotiated at the state level. The Partner and the career center director negotiate the use of the funds and that agreement is entered into the integrated budget.

Referrals. A common referral form is used by all Partners and career center staff. Partner referrals are sent to a single point of contact in the center. Young people aged 16 to 24 are referred to the WIOA youth program. Individuals over the age of 18 who do not meet the WIOA youth eligibility requirements or who do not choose to participate in the WIOA youth program are referred back to the career center for adult services. To be referred from a Partner to the career center, the individual must register in JobQuest, create or upload a resume to CareerEDGE, complete the referral form, and send it to the point of contact in each career center.

Staffing and Out-Stationing

Organization	Schedule
Department of Career Services	DCS staff have a full-time presence in the Framingham and Norwood centers
WIOA Youth	Youth staff work in the career centers and career center staff work in the Marlborough youth office as needed
Department of Unemployment Assistance	Reemployment Seminar staff are located in the Framingham and Norwood centers
Adult Learning and Literacy Programs (ALC)	Blue Hills: ALC staff in Norwood Tuesdays from 1:00 to 4:00 p.m. Career center staff at Draper Mills once a month for two hours and at Blue Hills Technical High School twice a month for two hours each time. Framingham Adult ESOL ^{plus} staff are assigned a cubicle in the Framingham career center based on the volume of customers.

May 30, 2018

11

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

	Hudson-Maynard are assigned a cubicle in Framingham at the career center and career center staff offer the workshop series at Hudson High School DOC adult education correction programs are assigned a cubicle in Framingham and Norwood. Career center staff offer an abridged career center seminar and workshops to inmates in pre-releases status and attend re-entry support fairs.
Massachusetts Rehabilitation Commission	MR staff are at the Framingham center on Mondays, 10:00 a.m. to noon and at Norwood on Fridays from 10:00 a.m. to noon.
Massachusetts Commission for the Blind	Framingham staff will offer the workshop series at MCB and MBC staff have access to a cubicle.
Department of Transitional Assistance	DTA staff are in Framingham one day per week for two hours. Framingham career center staff attend DTA orientation session biweekly. Norwood career center staff attend Quincy orientations.
Senior Community Service Employment Program	SCSEP hosts orientations and has open hours at both the Framingham and Norwood career centers.

Shared Space and Equipment

Partner staff are assigned cubicles equipped with a phone and a partner extension, a computer with Internet, MOSES, Microsoft Office 365 and printer access, desk and chairs, general office supplies. Orientation will be held in a room equipped with a SMART board.

Partners are encouraged to display promotional materials and event flyers within the space and in the welcome center.

Evaluation

The Partners will continue to meet on a schedule to be determined at the first meeting in FY19. Five steps will be taken to assess the effectiveness of shared practices and impact on customers:

- Measure performance using the metrics listed in the performance section in this MOU and discuss the results at Partner meetings. When the benchmarks/goals are not achieved, the Partners will develop a continuous improvement plan.
- Reserve a section of the Partners meeting for each organization to report on referrals, services and other actions taken to build and improve the public workforce system in the region
- Design an evaluation to measure the impact on shared customers and explore the possibility of a comparison or control group.
- Design a process evaluation to assess the efficiency of the referral system.
- Find funding for both the process and impact evaluations and procure a third-party evaluator to conduct the evaluation and issue a report in FY20.


May 30, 2018


12

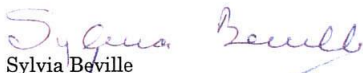
This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

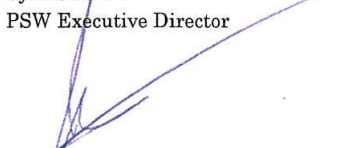
Signatories


By signing this agreement, all parties agree to the provisions contained herein, 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:


Tony Mazzucco, Chief Elected Official
General Manager, Town of Norwood 6/4/18


Lisa Kubiak
PSW Chair



Sylvia Beville
PSW Executive Director


Jason Matthews, Executive Director
Career TEAM


Angela Grant, Operations Manager
Framingham Career Center

Nicholi McLaughlin, Operations Manager
Norwood Career Center

 6/7/18


Patricia Lucier
WIOA Youth Program Director

May 30, 2018

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.

13

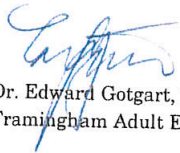


Laura Bilazarian Purutyan, Acting Director
PSW Youth Careers



Marje-Lise Sobande
Massachusetts Department of Unemployment Assistance, DUA Representative

Adult and Community Learning Services, DESE



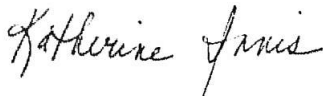
Dr. Edward Gotgart, Executive Director Business Operations
Framingham Adult ESL^{Plus}, Framingham Public Schools




Ellen Borgenicht, Director
Blue Hills Regional Adult Basic Education Center



Marco C. Rodrigues
Hudson-Maynard Adult Learning Center



Katherine Innis, Director
Adult Basic Education
Middlesex Community College



Jessica Cimini
Massachusetts Rehabilitation Commission, Framingham Area Office



Alan White
Massachusetts Commission for the Blind, Metro West Regional Office

May 30, 2018

14

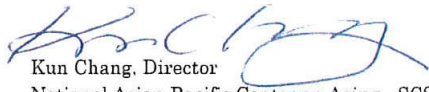
This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc.



Mary Walsh, Director
Massachusetts Department of Transitional Assistance, Transitional Assistance Office, Framingham



Joan Cirillo, President and CEO
Senior Community Service Employment Program, Operation ABLE and Executive Office of Elder Affairs



Kun Chang, Director
National Asian Pacific Center on Aging - SCSEP /Greater Boston Chinese Golden Age Center

May 30, 2018

15

This document created by Partnerships for a Skilled Workforce, Inc. & Metro Southwest WIOA Partners 2016, 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, PSW, Inc

Agreement Between

*Partnerships for a Skilled Workforce (the Local Workforce Development Board)
and
The General Manager of the Town of Norwood*

For The

Oversight and Administration of the Workforce Innovation and Opportunity Act

April 6, 2018 – June 30, 2019

Revised April 6, 2018

Table of Contents

Preamble	3
Joint Functions	3
Functions of the General Manager of the Town of Norwood	3
Local Workforce Development Board Functions	4
Budget and Administration	5
Accessibility for Individuals with Disabilities	5
Consumer Choice for Career and Training Services	5
Open Meeting Law	6
Functions of the Fiscal Agent	6
Local Governance Design and Structure	6
Conflict of Interest	6
Term of Agreement	7
Signatures	7
Definitions and Terms	8

Preamble

This agreement delineates the responsibilities for the joint oversight and administration of the Workforce Innovation and Opportunity Act of 2014 (WIOA), between the Chief Elected Official (CEO) and the Local Workforce Development Board (LWDB) in the Metro Southwest Region. The scope of this agreement is limited to the WIOA.

In the spirit of partnership, the General Manager of the Town of Norwood, in his capacity as the CEO, and Partnerships for a Skilled Workforce, Inc. (PSW) in its capacity as the LWDB agree to build an effective and efficient system that meets the needs of residents for jobs and companies for workers.

This agreement will be reviewed and revised as necessary. To foster cooperation between the General Manager and the LWDB, the terms of the “partnership” will be defined. That definition will include, but not be limited to method and frequency of communication between the board and the CEO, and the process for joint review and approval of products, e.g., local annual plan, budget. The agreement will be presented at the annual meeting of the Metro Southwest Workforce Development Board.

Joint Functions

The LWDB, in partnership with the General Manager of the Town of Norwood, will carry out the following functions:

- Develop and approve a budget for the purpose of carrying out duties as the LWDB in Metro Southwest
- Develop the vision, goals, objectives and policies for the Metro Southwest region that align with the economic development strategies in the region
- Create and submit to the Governor a local plan that meets the requirements in Section 108 of the WIOA
- Select and certify one-stop career center operator(s) and if needed terminate for cause the contract with the operator.
- Negotiate one-stop infrastructure costs with the required WIOA partners or notify the Governor if agreement is not reached
- Oversee youth, adult, dislocated worker and one-stop programs
- Ensure the appropriate use and management of funds to maximize performance impact.
- Negotiate and reach agreement with the Commonwealth on local performance indicators.
- Jointly conduct WIOA orientation of new LWDB members
- Ensure compliance with all applicable federal laws and all applicable state laws, including but not limited to the Open Meeting Law, Procurement Law, Conflict of Interest Law, and Public Records Law.

Functions of the General Manager of the Town of Norwood

The General Manager of the Town of Norwood:

- Receives the nominations for LWDB members through a process determined by the CEO and appoints the nominees who meet the Governor’s WIOA criteria
- May convey voting privileges to non-required LWDB members
- Agrees to the terms of Article VI of the PSW By-Laws that addresses the election and operations of the board and inclusion of all members in workforce development activities of PSW—specifically workforce development activities authorized under the WIOA. (See Attachment 1)

- The Town of Norwood shall assume liability for disallowed WIOA funds. (Note: Disallowed costs arising from the Career Center Operator will be borne by the Operator, Career Team, LLC per contractual agreement.)
- The General Manager has designated the Metro South/West Employment & Training Administration, Inc. as the Fiscal Agent for WIOA funds. (See Budget and Administration.)
- Shall determine and have final say over the proper procedure and practice for holding all meetings and communication in accordance with the Commonwealth's Open Meeting Law as well as compliance with the Commonwealth's Conflict of Interest Law.
- Ensure compliance with all state and federal procurement laws and shall serve as chief procurement officer under MGL.

Local Workforce Development Board Functions

Planning, Convening, Brokering and Leveraging

- The LWDB shall submit two plans to the Massachusetts Department of Career Services—one a local plan for Metro Southwest as specified in the WIOA and a second with a unifying strategy for Greater Boston.
- The plans shall be based on an analysis of the economic conditions in Metro South/West and Greater Boston, skill requirements of employers in Greater Boston, education and training programs designed to meet labor market need, and any other data deemed necessary to carry out its functions
- The LWDB shall convene stakeholders in the development of the plan, broker expertise and resources to carry out the plan, and leverage support for workforce development activities

Employer Engagement

The LWDB shall lead employer engagement activities to:

- Promote business representation on the Board of Directors, committees and work groups
- Encourage employer utilization of the workforce development system and support workforce development activities
- Enhance communication, coordination and collaboration among employers, economic development entities and service providers
- Develop and implement proven or promising strategies for filling jobs with the skills required by companies in the region

Career Pathways

- With secondary and postsecondary educators, develop career pathways by aligning education, training, and supportive services needed by youth and adults—particularly those with barriers to employment

Proven and Promising Practices

- Identify and disseminate workforce models that have proven effectiveness

Technology

- The LWDB will use technology to maximize the effectiveness of the system by:
 - Facilitating connections among the intake and case management information systems of the one-stop partners
 - Facilitating access to one-stop delivery system services

- Identifying strategies and leveraging resources to meet the needs of individuals with barriers to employment

Program Oversight

- To ensure the appropriate use of funds and maximize performance, the LWDB will oversee workforce development activities

Selection and Oversight of Operators and Providers

- With the agreement of the CEO/General Manager of the Town of Norwood, the LWDB will certify and/or may terminate for cause the one-stop operator, youth providers, and eligible providers of training and career services in order to meet consumer choice requirements
- The LWDB will contract with the service providers listed above, provide technical assistance and monitor program performance

Coordination with Education Providers

- The LWDB will coordinate activities with education and training providers in the region

Budget and Administration

As noted in the "Joint Functions" section above, the LWDB, in partnership with the Fiscal Agent working on behalf of the General Manager of the Town of Norwood, shall develop a budget for the activities in the region, consistent with the local plan, which supports the delivery of services to businesses and individuals.

The Town of Norwood shall be the WIOA grant recipient, designate a fiscal agent, and oversee the disbursement of current grant funds for workforce development activities. Designation of a fiscal agent does not relieve the CEO of liability for the misuse of grant funds, except as stated in the earlier section "Functions of the General Manager of the Town of Norwood".

PSW, a 501(c)(3) corporation, may solicit and accept grants and donations from sources other than Federal funds made available under WIOA

All activities undertaken by PSW, a 501(c)(3) corporation, shall be in full compliance with federal and state procurement and conflict of interest laws. PSW shall ensure all records, funds, expenditures, etc. shall be in compliance with same. All records held by PSW shall be treated as public records in accordance with MGL.

Accessibility for Individuals with Disabilities

The PSW will conduct an annual assessment of the physical and programmatic accessibility of one-stop service to people with disabilities

Consumer Choice for Career and Training Services

Consumers who need training may make an informed choice of program from a directory of training programs that includes a description and the performance of the program. The LWDB will actively encourage community colleges, career and technical schools and other occupational training providers to list and update information and data on their programs.

The LWDB will collaborate with the WIOA partners to make career services available, including but not limited to people with disabilities and people who need adult education and English language instruction.

Open Meeting Law

The LWDB will comply with all applicable federal and state open meeting laws. The LWDB will post the WIOA plan before submission of the plan to the state; the membership list and the organizational affiliation of the members; the award of grants or contracts to the one-stop operator and other eligible training providers of workforce investment activities, including youth; minutes of formal LWDB meetings; and the PSW By-Laws.

Functions of the Fiscal Agent

The General Manager has designated the Metro South/West Employment and Training Administration, Inc. (MSWETA, Inc.) as the fiscal agent. MSWETA, Inc. will:

- Receive funds and disburse funds
- Work with the Workforce Development Board and others to prepare the regional annual integrated budget and subsequent modifications
- Ensure sustained fiscal integrity and accountability for expenditure of funds in accordance with OMB circulars, WIOA and Federal and State regulations and policy
- Respond to audit financial findings
- Maintain proper accounting records and adequate documentation
- Prepare financial reports
- Provide technical assistance to sub-recipients regarding fiscal issues, e.g., indirect cost rates and proposals, allowable costs and procurement
- Conduct fiscal monitoring of service providers
- Ensure that there is an independent audit of all employment and training programs

Local Governance Design and Structure

To fulfill its responsibility for local governance, PSW will

- Establish and apply a set of qualifications for the position of director that ensures that the director has the requisite knowledge, skills and abilities to meet identified benchmarks and to assist in carrying out its functions
- Hire a director and other staff to carry out WIOA functions
- Establish a salary and bonus schedules that meets the limitations on salaries and bonuses described in WIOA Section 194(15)
- As applicable in partnership with the CEO, execute a multiple services agreement with adequate firewalls to ensure the effective administration of the function and objective oversight of the WIOA career and/or training program if PSW assumes responsibility for the delivery of other services

Conflict of Interest

No CEO or member of the LWDB and standing committees shall cause a vote on any matter which has a direct bearing on services to be provided by that member (or any organization which such member directly represents) or on any matter which would provide direct financial benefit to such member or the immediate family of such member, nor shall any person engage in any activity determined by the Governor to constitute conflict of interest as specified in the state plan. The member or staff


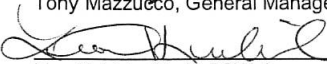
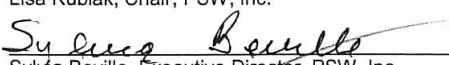
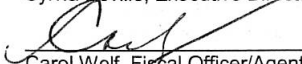
shall reveal a potential conflict of interest prior to discussion and consideration of the matter. The CEO shall make the determination if a conflict of interest exists in accordance with applicable state law. If there is a conflict, the member must recuse him or herself.

Term of Agreement

This agreement shall be effective April 6, 2018 and reviewed and agreed upon annually. It will also be reviewed and agreed upon sooner if any of the principal signatories change during the term of the agreement. It shall expire upon the termination of the WIOA, dissolution of the local workforce development area, or future action taken by PSW and/or the CEO to establish a new agreement.

By signing this agreement, the parties listed below understand that this document supersedes all prior written or oral agreements relating to the WIOA responsibilities of the CEO in the Metro Southwest WIOA Region.

Signatures

	4/12/18
Tony Mazzucco, General Manager, Town of Norwood	Date
	4-12-18
Lisa Kubiak, Chair, PSW, Inc.	Date
	4/12/18
Sylvia Beville, Executive Director, PSW, Inc.	Date
	4/12/18
Carol Wolf, Fiscal Officer/Agent, Metro South/West Employment & Training Inc.	Date

ATTACHMENT 1. DEFINITIONS AND TERMS

WIOA

On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law (Public Law 113-128). This comprehensive reform legislation superseded the Workforce Investment Act of 1998 (WIA) and amended the Wagner-Peyser Act. Its purpose is to:

- Provide workforce investment activities, through statewide and local workforce development systems, that increase employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants,
- Improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

GOVERNANCE AND OPERATION

The local workforce development system is contingent on a successful partnership between the Chief Elected Official (CEO) and the Local Workforce Development Board (LWDB). Their respective roles are outlined in the Agreement between the CEO and the LWDB, which:

- Describes the local workforce organizational design and the functions that each entity will assume
- Is not intended to serve as a detailed planning document

The local plan is the document in which the LWDB and CEO will describe work plans, timelines and performance goals related to the direct delivery of workforce development services and activities within the region.

LOCAL WORKFORCE DEVELOPMENT BOARD

The local workforce development board is comprised of representatives from a variety of businesses and organizations in the local area. All members must meet the WIOA criteria established by the Governor, have demonstrated experience and expertise, and possess optimum policy-making authority. The majority (51%) must be from the private sector, while others represent labor, adult education, and other required partners. All WIOA board members are appointed by the CEO. The LWDB oversees the workforce issues and activities in the region, sets policy, convenes stakeholders, conducts analysis of regional economic conditions, engages employers, and develops the local plan with the CEO. In this region, Partnerships for a Skilled Workforce, Inc. (PSW) is the LWDB.

PARTNERSHIPS FOR A SKILLED WORKFORCE

Partnerships for a Skilled Workforce Inc. (PSW) is a private non-profit agency. It serves as the LWDB in this region and is responsible for overseeing WIOA programs and services. It works with the CEO in this region to develop the workforce vision, goals and policies and to develop and approve the WIOA budget and local strategic plan. It functions as an intermediary—bringing together businesses and public institutions to find and implement solutions to labor market problems and advocate for policy change. Sylvia Beville is the Executive Director, and Lisa Kubiak is the Chair.

CHIEF ELECTED OFFICIAL

The term Chief Elected Official (CEO) means—(A) the chief elected executive officer of a unit of general local government in a local area; and (B) in a case in which a local area includes more than one unit of general local government, the individuals designated under the agreement described in section 107(c) (1) (B) (WIOA Section 3 (9)). The CEO is the WIOA grant recipient, but may designate another entity to serve as the fiscal agent (see below). The CEO appoints the WIOA members to the LWDB. Tony Mazzucco, General Manager of the Town of Norwood, is the CEO in this region.

FISCAL AGENT

In order to assist in administration of the WIOA grant funds, the CEO may designate an entity to serve as a local fiscal agent. Designation of a fiscal agent does not relieve the CEO of liability for the misuse of grant funds. If the CEO designates a fiscal agent, the CEO must ensure this agent has clearly defined roles and responsibilities. The Metro South/West Employment and Training Administration, Inc. has been designated as the fiscal agent with Carol Wolf as the Fiscal Officer. The fiscal agent is responsible for the following functions:

- Receive funds
- Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and the corresponding Federal Regulations and State Policies
- Respond to audit financial findings
- Maintain proper accounting records and adequate documentation
- Prepare financial reports to meet state, federal and PSW requirements
- Provide technical assistance to sub-recipients regarding fiscal issues
- Conduct financial monitoring of service providers
- Ensure that there is an independent audit of all employment and training programs

ONE STOP CAREER CENTERS

Each region must have at least one physical location where job seekers and businesses can access services. The Metro South/West Employment and Training Administration had been the career center operator, serving more than 12,000 job seekers and 900 employers each year. The operator selected through the open procurement process is Career Team, a private for profit business which provides workforce development services through various programs across the country. Career Team began operations on October 2, 2017.

The CEO appoints members to the workforce board and it is those members who are charged with the selection of the operator. The CEO has full confidence in the judgement of the members he has appointed to select an operator to meet the needs of individuals and employers in Metro Southwest. He has authorized the MSW board to carry out the procurements and recognizes that neither PSW nor the CEO can veto their selection.

METRO SOUTH/WEST EMPLOYMENT AND TRAINING ADMINISTRATION Inc

Metro South/West Employment & Training Administration Inc. (MSWETA Inc) is the entity which is the designated fiscal agent and provider of WIOA Youth Services. It is the successor agency to the entity which performed the fiscal, youth and career center services in this region for 40 years. (MSWETA, Inc.) began to perform the functions of fiscal agent and youth services, effective July 1 2017.

REGION

There are sixteen workforce regions in the Commonwealth. The Metro South/West region is one and consists of 43 cities and towns.