

GREATER NEW BEDFORD
ONE-STOP CAREER CENTER SYSTEM CHARTER

GRANTED TO:

NEW DIRECTIONS, lead operator
and
THE DIVISION OF CAREER SERVICES, principal partner
FOR THE
OPERATION OF

The Greater New Bedford and Wareham Career Centers

BY THE

GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD, INC. (WIB)

IN PARTNERSHIP WITH THE

MAYOR OF NEW BEDFORD/CHIEF ELECTED OFFICIAL (CEO)

CHARTER PERIOD:

July 1, 2006 – June 30, 2009

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I. PREAMBLE: VISION, MISSION AND VALUES

The Greater New Bedford Workforce Investment Board, Inc. and the Mayor of the City of New Bedford charter the Greater New Bedford and Wareham Career Centers, a collaboration of New Directions and the Division of Career Services (DCS). The signatories to this Charter agree to embrace and support the vision, mission and values of the Greater New Bedford Workforce Investment Board and its members. The vision, mission and values are consistent with the overall mission for Career Centers in The Commonwealth contained in the Memorandum of Agreement between the Department of Workforce Development (DWD) and the Workforce Investment Boards.

VISION:

The Greater New Bedford Workforce Investment Board envisions that by the year 2012.

Everyone in our community has the opportunity to earn a family-sustaining wage, and every business has the opportunity to grow.

Our region embraces a culture of education and life-long learning.

The Southcoast is nationally known as a destination region, and New Bedford is a destination city.

MISSION:

The Mission of the Greater New Bedford Workforce Investment Board is to create opportunities that give people access to a continuum of programs and services designed to develop their competencies, employment skills, and education, enabling them to support themselves and their families and increase their quality of life, and to ensure that employers have access to a skilled and educated workforce.

WORKFORCE INVESTMENT BOARD AND SYSTEM VALUES:

We value **collaboration**...

Building relationships, developing partners, including all perspectives

We value **common ground**...

Finding the points on which all agree, we build on them

We value **customer satisfaction**...

Proactively seeking customer needs and concerns

We value **investment**...

Investing in people, building skills and increasing earnings, to benefit the whole community

We value **business**...

By acting on business needs, we can meet jobseekers' needs

We value **access**...

Enabling people to connect with the services they need, easily, effectively, and efficiently

We value **life-long learning**...

Recognizing that learning can never stop if we are to continually improve, and that education is the long-term key to developing a stronger workforce

We value **services that meet needs**...

Matching service levels to the needs of our customers

We value **excellence**...

Evolving services and program offerings based on outcomes – customer feedback and system performance

We value our role as a **community resource**...

Recognizing that we must be an open gateway to information and service that community members of all ages, races, and economic situations can access

COMMITMENT TO QUALITY:

The Greater New Bedford Workforce Investment Board, Inc., values **quality** at all levels of the system; customer satisfaction, continuous improvements, and a focus on employer needs among critical existing and emerging industries are its hallmarks.

Quality shall be evidenced in the Greater New Bedford Workforce Investment System by:

- A management-led focus on quality throughout the system, which is clearly delineated in all Memoranda of Understanding signed by partnering organizations.
- A quality-driven strategic plan, both annual and long-range, on which all system-wide decisions are based.
- Customer satisfaction drives change; customer satisfaction is measured often and results are freely shared throughout the system.
- Vendors and suppliers shall be held to quality and customer satisfaction standards.
- Service offerings are determined based on the needs of the customer (especially employers) with the focus on critical existing and emerging industries.
- Staff are valued as key partners in the workforce development system, evidenced by measurement of employee satisfaction, employee career development plans, continued investment in employee training, employee participation in planning for continuous improvement, and staff empowerment.
- Services are integrated.
- Results are focused on sustainability and customer satisfaction.

CUSTOMER DRIVEN SERVICE:

A mission of the Greater New Bedford Workforce Investment System will be to provide customers with information and when eligible, access to a broad range of employment, training and education services. The Career Centers will enable employers to obtain services responsive to their employment and employee-education and training needs. The Career Centers will enable individuals to receive information and services, and will provide a seamless system of access to employment, education and training programs which will prevent those individuals in need of services and not eligible for area programs from falling through the cracks.

II. GRANT OF THE CHARTER

A. Granting the Charter

The Greater New Bedford Workforce Investment Board, Inc. pursuant to the authority granted to it by the Massachusetts Department of Workforce Development (DWD), through a memorandum of agreement signed by DWD on April 6, 1999, and the WIB, grants a One-Stop Career Center Charter to the Greater New Bedford One-Stop Career Center, a collaboration of New Directions, lead operator, and the Division of Career Services, principal partner. The GNB One-Stop Career Center lead operator and principal partner will provide comprehensive services through (2) collaborative Career Centers: 618 Acushnet Ave, New Bedford, MA, and 48 Marion Rd., Wareham, MA.

Additional services will be offered in other key satellite community-based organizations, as appropriate and reasonable.

B. Principal Parties to The Charter

The principal parties to this charter are the Greater New Bedford Workforce Investment Board, Inc. (WIB), the Mayor of New Bedford/Chief Elected Official (CEO), the City of New Bedford Department of Workforce Development Administration (DWDA), The Greater New Bedford One-Stop Career Center lead operator, New Directions and principal partner, the Division of Career Services (DCS).

The operation of the GNB One-Stop Career Center System is comprised of a lead operator, New Directions, and a principal partner, The Division of Career Services (DCS). The lead operator, New Directions, shall have management responsibility for the day-to-day operation of the One Stop Career Center and shall be the primary contact for WIB accountability and policy implementation of the goals and expectations outlined in the charter. The principal partner, DCS, shall work collaboratively with the lead operator and the GNBWIB to meet all goals and expectations outlined in the charter. The lead operator and principal partner shall share and collaborate on activities and decision-making duties in the operation of local One-Stop Career Centers.

Additional formal partners in the One-Stop Career Center include but are not limited to those partners named in Attachment A. It is anticipated that during the life of this charter, additional partner organizations may be added to the collaborative as (1) dictated by customer demands, (2) required by state and federal policies, (3) allowed through state and federal funding resources, and (4) facilitated by GNBWIB strategic planning and operational partnerships formed by the lead operator.

The lead operator and principal partner's desire to be chartered to operate a One-Stop Career Center in New Bedford and Wareham based upon the terms and conditions hereinafter set forth and agree that at all times and in all respects shall be bound by the terms and conditions of this Charter Agreement. Implementation and operation of a One-Stop Career Center in New Bedford and Wareham shall be subject to the terms and conditions of this Charter Agreement dependent on available resources.

C. Term of the Charter

This charter is effective on July 1, 2006, and shall remain in effect through June 30, 2009 provided that the renewal terms and conditions in this charter are met. The term of the charter is divided into three fiscal years:

The first, July 1, 2006 through June 30, 2007; the second, July 1, 2007, through June 30, 2008; and the third, July 1, 2008 through June 30, 2009.

There shall be a presumption of renewal of the charter for the periods July 1, 2007, through June 30, 2008; and July 1, 2008 through June 30, 2009, unless terminated in accordance with provisions in Section F.

At the end of the third fiscal year, the GNBWIB shall have no obligation to renew the charter.

D. Renewal Terms and Conditions

Implementation of a high quality, effective workforce development system is the overall measure that will be used for charter renewal. The Charter will serve as a guide for all concerned parties with regard to expectations and performance. The charter binds the parties to the same vision, mission and

values through a process of dialogue, negotiation, assessment and evaluation. Specifically, the lead operator and principal partner must:

- Achieve the performance measures and standards established by the WIB Performance Measurement Committee (see Section VI); barring unforeseen changes in funding, conditions or regulatory, legal or legislative changes beyond the operator’s control.
- Complete and implement a business plan that is approved by the WIB and the Mayor of New Bedford and is updated annually.
- Participate in monitoring and evaluation activities as requested by federal and State funding entities and the GNBWIB.

E. Funding Availability

In the event that sufficient resources to support the operation of the One-Stop Career Centers are no longer available or otherwise properly terminated, this Charter Agreement shall also terminate. Likewise, if the Charter Agreement is properly terminated, the Commonwealth of Massachusetts Funding Contract shall also terminate forthwith with the identified fiscal agents for the One-Stop Career Center.

The lead operator and principal partner will collaborate with the WIB in developing and maintaining additional and appropriate resources (public or private) to expand workforce development services through the One-Stop Career Centers. The lead operator and principal partner shall anticipate funding needs and give the earliest warning and notification of a potential need or shortfall to the GNBWIB.

III. THE GREATER NEW BEDFORD COLLABORATIVE MODEL

The Greater New Bedford region will provide services through comprehensive One-Stop Career Centers located in New Bedford and Wareham. The WIB believes the existing workforce development partners, operating as a One-Stop collaborative within the region, are capable of operating successful Career Centers. Collaborative service delivery partners are identified in Attachment A.

The Greater New Bedford Career Centers are an integrated partnership between existing organizations—chartered, supported, and overseen by the Workforce Investment Board, Inc. in collaboration with the Mayor of New Bedford as the Chief Elected Official (CEO). The key elements are:

- An organizational partnership between the lead organizations, New Directions and DCS which will be responsible for direct service to customers (job and training seekers, businesses, vendors and other community partners);
- A fiscal partner, the City of New Bedford Department of Workforce Development Administration (DWDA) responsible for the region’s fiscal and administrative compliance in the workforce development system for those funds that are not centrally managed by DCS.
- Additional Career Center partners, working with the lead operator and principal partner collaboratively to coordinate the necessary resources, systems, and procedures; to provide services to customers.
- An integrated management structure composed of lead personnel from New Directions and DCS, a Career Center director, and an integrated Career Center management team. It is expected that this management structure will build and enhance the collaboration of the operators in building a comprehensive and seamless local system.

- A commitment to a collaborative model in which staff duties and priorities are developed through a shared recognition, and shared responsibility, in providing quality services to meet customer demand and to meeting the accountability and performance standards required by the GNWIB, the City of New Bedford and the Commonwealth.
- Development and implementation of continuous quality improvement activities and methods of measuring customer satisfaction.
- A cooperative and complementary relationship with the WIB. The lead operator and principal partners will work cooperatively to meet GNWIB, State (DCS and Commonwealth Corporation) monitoring and performance requirements.

IV. ROLES AND RESPONSIBILITIES

This charter document has been reviewed and approved by the WIB, and by the Mayor of New Bedford/CEO. Both parties are responsible under federal legislation and state policies for jointly approving the charter and allocating resources to the GNB One-Stop Career Center lead operator.

The WIB, the Mayor of New Bedford/CEO, New Directions, the Division of Career Services (DCS) and the Department of Workforce Administration (DWDA) each have distinct roles in the development, operation and financing of the Career Centers. New Directions, lead operator, in collaboration with DCS, principal partner, must present a detailed business plan and maintain full compliance with the memorandum of agreement signed by the WIB and the Massachusetts DWD.

A. Workforce Investment Board

The WIB is responsible for establishing policies and overseeing the implementation and ongoing operation of Career Centers. The WIB is responsible for developing policies and the WIB executive director is responsible for carrying them out.

1. Policy and Program Development

- Establish Career Center policy, performance standards, and reporting requirements, consistent with, but not limited to state and federal requirements.
- Establish and provide oversight for WIB and state-mandated policy and standards for Career Centers and resolve policy issues with state-level agencies on behalf of the GNB One-Stop Career Center lead operator.
- Oversee resource development and the allocation of these resources to employer customers and job seeker customers, within the rules and regulations set forth by mandated legislation. The WIB seeks additional private and foundation grants to supplement state and federal funding for workforce investment priorities.
- Consult with the Mayor of New Bedford on Career Center policy development and fiscal accountability.
- Consult with the Department of Workforce Development (DWD) and the Division of Employment (DCS) planning and policy department, as appropriate related to Career Center policy development and fiscal accountability.

- Design and review key components of the local labor exchange system, including the required core and intensive service menus, number of centers, sites, budget and costs and criteria for fee-based services.
- Approve changes in the GNB One-Stop Career Center System, including the integrated management structure and additional partners, service menus, number of centers, sites, budget, fee schedule and grant applications.

2. Chartering and Monitoring

- Establish a local Career Center system; designate Career Center operator and principal partners, review and approve Career Center business plans submitted by the GNB One-Stop Career Center lead operator, write and sign the Career Center charter, and renew the charter or conduct a competitive procurement for new operators.
- Conduct performance monitoring and evaluation of the GNB One-Stop Career Center lead operator as part of annual charter review and/or re-chartering process.
- Coordinate performance monitoring and evaluation with the Commonwealth of Mass. (DCS) Quality Assurance Teams and the Department of Labor.
- Ensure that data is collected and that reports required by the WIB, Career Center funding sources and state and federal agencies are produced and submitted in a timely manner.
- In conjunction with the Mayor of New Bedford/CEO, and the Department of Workforce Development consider any appeals of decisions to terminate or not to renew the charter.

3. Capacity Building

- Develop and implement a customer satisfaction and continuous quality improvement system.
- Convene and broker the involvement of stakeholders, including employers; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies; and other interested parties.
- Direct all funding appropriated to the WIB and any other WIB resources to the support of services at and through the GNB One-Stop Career Center lead operator.
- Provide ongoing oversight and evaluation of the GNB One-Stop Career Center lead operator and principal partner's performance. Develop an ongoing, independent, objective evaluation, which extends beyond the review of outcomes to include organizational development, customer satisfaction, and continuous quality improvement. Methods may include focus groups, site visits, peer team review, contracting with an outside evaluator, and mystery shopping.
- Oversee all system-wide marketing efforts in collaboration with the GNB One-Stop Career Center Operator for the workforce investment region.
- Allocate resources to enhance the capability of the One-Stop Career Centers, including staff training, system-wide customer feedback and best practices.

B. **Mayor of New Bedford - Chief Elected Official (CEO)/Department of Workforce Development and Administration (DWDA)**

The Mayor of New Bedford holds, as required and designated in federal legislation, the responsibilities of the CEO for the GNB Career Center system. In that capacity the Mayor will:

- Consult with the WIB and DWDA on Career Center policy development and fiscal accountability.
- Review and authorize key components of the local labor exchange system, including the service menus, number of centers, sites, budget, and fee schedule for fee-based services.
- Approve changes in the GNB One-Stop Career Center System operations of Career Centers, including the integrated management structure and additional partners, service menus, number of centers, sites, budget, fee schedule and grant applications.
- Convene and broker the involvement of stakeholders, including employers; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies, and other interested parties.
- Direct all appropriate and necessary locally controlled financial and other resources to the support of services at and through the GNB One-Stop Career Center System.
- With the WIB, consider any appeals of decisions to terminate or not to renew the charter.

Department of Workforce Development Administration

The Department of Workforce Development Administration (DWDA) has been established by the Mayor of New Bedford to ensure the integrity of the region's workforce development system, including the system's compliance with the requirements of all grants, including Workforce Investment Act Title I. DWDA will act as Title I Administrator and perform the compliance functions outlined in the Workforce Investment Act, in a manner consistent with the Act.

In this compliance role, DWDA agrees to the following:

- The DWDA is responsible for the fiscal administration of designated grant funds. Responsibilities include: serving as the liaison to state funding agencies; cost allocation planning; development of integrated budgets; accounts record keeping, including maintenance of general ledgers, cash requests, and bank reconciliations; maintenance of financial software; procurement of goods and services; vendor contract management, including invoice review and payment; preparation of federal, state and local reports; payroll/benefits administration; audit support and responses; fiscal monitoring of all vendors to assure regulatory compliance; and development of any necessary fiscal procedures to comply with funding requirements.
- The DWDA is responsible for the program administration of designated grant funds. Responsibilities include: the development of program monitoring tools; coordination of program monitoring of all vendors; the provision of technical assistance to all contractors and operators; creation of program reports distributed to state, federal and

local entities; the development of program policy based on federal, state and local guidelines and policies; requesting corrective action where necessary; and analyzing and evaluating program performance.

- The DWDA will support the development of grant applications to bring new revenues into the region.
- With the state, monitor Career Center contracts for GNB One-Stop Career Center System legal and financial compliance and implement corrective action as necessary. Align local monitoring with state (Division of Career Services and Commonwealth Corporation) and federal (DOL and DWD) monitoring, as much as possible, to reduce unnecessary duplicative demands on the GNB One-Stop Career Center lead operator and principal partner.
- The DWDA will coordinate information, provide fiscal analysis and perception for the purpose of providing advice to the region as to the continued vitality of funding streams on an on-going basis. These reports will be provided to the Finance Committee and the Executive Director of the WIB as often as is necessary.

C. **New Directions, as lead operator, and the Division of Career Services as principal partner, for the Career Centers**

As the lead operator and principal partner for the GNB One-Stop Career Center System, New Directions and the Division of Career Services (DCS) will manage and provide direct client services in conformance with all regulations and policies, to ensure high quality services for the employer and jobseeker customers of the Greater New Bedford workforce development system. The lead operator and principal partner will work closely and in coordination with all workforce development service providers, the Board, the DWDA, and all other partners in the system.

The Greater New Bedford One-Stop Career Center lead operator and principal partner, agree to the following:

- The GNB One-Stop Career Center lead operator and principal partner through a collaborative and integrated upper management structure will organize the One-Stop staff to maximize efficiency, avoid duplication of effort and provide quality services to customers. This staffing structure will include senior management that support direct program management and their responsibilities which include staff and operational evaluations, the implementation of corrective action plans and procedures, assurance of regulatory compliance; preparation of fiscal and program reports as required; information technology support; participation in vendor contract negotiations with DWDA; input to DWDA for the procurement of goods and services needed to operate programs; development of standard operating procedures for program supervision; helping to seek new grants; and budget development for Career Center operations and personnel management.
- The GNB One-Stop Career Center lead operator may secure any needed fiscal and accounting services through the development of in-house fiscal capability, by hiring a person or firm, which provides that capacity, or by acquiring such services through an appropriate arrangement with the DWDA or DCS.
- The City of New Bedford through New Directions, as lead operator, has primary responsibility for services provided through WIA Title I. The Division of Career Services (DCS), as principal partner, has primary responsibility for services provided

through Wagner-Peyser, Unemployment Insurance (UI) Walk-In services, Skills Start, DTA job placement programs, the Reemployment Grant and Veterans. Both operational partners are committed to coordinating with all workforce development providers in the area including but not limited to the Greater New Bedford and Wareham Career Centers, the Fisherman's Family Assistance Center, the Youth Services Program, and the Business and Industry Center. Through communication and coordination links between each of the service providers, the New Bedford and Wareham Career Centers will provide seamless services to the business community, job and training seekers and others searching for career guidance.

- The GNB One-Stop Career Center lead operator and principal partner, are responsible for the development of the Career Center budget in coordination with DWDA, DCS central and the WIB; serving where appropriate as Career Center budget liaisons to the WIB, City or Commonwealth, ensuring appropriate staffing, including staff training and professional development at the Career Center; providing support to the Career Center Director in personnel and other matters; and supporting and implementing Continuous Quality Improvement.
- The GNB One-Stop Career Center lead operator and principal partner are responsible for the operation of programs that support the policies of the Board and that meet the workforce development needs of the region.
- The GNB One-Stop Career Center lead operator and principal partner will conduct outreach to targeted populations; collaborate with community groups to provide services; support the Board in the development of the marketing of services; develop its ability to use the state computer software system (MOSES) for evaluation of programs run by GNB One-Stop Career Center lead operator and principal partner; and assist the WIB in the development of a system that measures customer satisfaction at the Career Centers.
- The GNB One-Stop Career Center lead operator and principal partner through an integrated and collaborative management structure will have responsibility and decision-making authority for GNB One-Stop Career Center System operations, ensuring effective partnerships with additional Career Center partners, staffing, quality control, and continuous improvements.
- The GNB One-Stop Career Center lead operator and principal partner will inform the WIB of new developments and emerging issues so that it can develop appropriate policy and act as an advocate to the workforce investment system.

1. Operations:

- Submit a business plan to gain a Career Center charter and charter renewal(s).
- Deliver required core and intensive services and develop fee-based service menus for employers and job seekers.
- Meet WIB, state, and federal legislative, regulatory, and program requirements.
- Select Career Center locations, subject to WIB/CEO review and approval, and lease, refurbish, and maintain Career Center facilities and equipment.

- Develop, organize, and improve GNB One-Stop Career Center service delivery systems.
- Recruit, train, and supervise staff.
- Enter customer data into information systems (MOSES), as required by the WIB, state and federal Career Center policies. Analyze and report data as needed and/or required on a monthly, quarterly and annual basis.

2. **Continuous Quality Improvement**

- Build a customer-driven, continually improving organization.
- Implement an on-going continuous quality improvement program.
- Establish, operate, and improve effective information systems and provide staff training.
- Work with the WIB and DCS, as State oversight authority, to determine the best available state-level resources and other information system capacities developed by other Career Centers.
- Market services to both employers and job seekers.

V. **IMPLEMENTATION**

A. **Recognition of State, WIB, and CEO Authorization**

The GNB One-Stop Career Center System will include the state One-Stop Career Center logo in all formal materials to the maximum extent feasible; and cite the WIB's chartering role and include the WIB in conjunction with the Mayoral seal in all formal materials, to the maximum extent feasible.

B. **Business Plan**

To promote the integration of all partners in the Greater New Bedford Workforce Development System, a Business plan will be developed that incorporates the goals and objectives of New Directions, DWDA, and the GNBWIB (Attached) This Business Plan will become part of the charter. The business plan will be the lead operator's plan and the WIB shall evaluate this plan to coordinate its efforts to support it and leverage the progress of the operator. The WIB shall also use it to anticipate needs, which it might be in a position to satisfy with further coordination, direction and commitment.

The charter will be modified with the approval of the WIB Performance Measurement and Executive Committees to reflect gains in organizational development; new implementation and/or performance measures; revisions to customer service menus; the opening of additional Career Centers; implementation of state Career Center information systems and program financing mechanisms; changes required by state and federal legislation, regulations and policy; and other changes stemming from the WIB's and the GNB One-Stop Career Center lead operator's experience in operating Career Centers.

The WIB and the Mayor of New Bedford/CEO must approve all modifications. The lead operator shall submit to the WIB Resource Development and Planning Committee and the CEO a revised business plan annually in April prior to each year of charter renewal. The approved Business Plan shall be forwarded to appropriate State agencies.

VI. PERFORMANCE REQUIREMENTS

Quality and performance standards are a guide to organizational development, continuous quality improvement and the development of customer service systems. The collection of baseline data will provide information as to whether or not the One-Stop Career Centers are meeting and/or exceeding customer expectations in terms of both process and products/services. The standards, indicators and outcomes outlined are meant to provide a basis and system for learning and for continuous improvement, for satisfying existing customers, attracting new customers and recovering dissatisfied customers.

The lead operator and principal partner are expected to routinely sample and collect comprehensive data, and analyze findings to develop a reliable customer/market focus. It is the lead operator and principal partner's responsibility in collaboration with the Performance Measurement Committees of the WIB to select the type and form of data which best identifies progress in areas of noted importance by the WIB. The WIB will, at times, ask the lead operator to concentrate data gathering efforts to identified areas of importance.

Performance will be measured against standards in three areas: (1) qualitative areas, e.g., customer satisfaction; (2) quantitative measures, e.g., service levels and outcomes; and (3) organizational development, e.g., Baldrige implementation measures/products.

A. Qualitative Measures

Quality Standards:

The lead operator and principal partner shall participate with the GNBWIB in a continuous process of defining and refining quality and process standards that includes input from teams of One-Stop Career Center frontline staff, feedback from customers regarding their expectations, and industry benchmarks. Quality measurements will gauge the effectiveness of the One-Stop Career Centers in providing a high quality, customer service operation, and a model of excellence. A priority will be placed on such matters as:

- timely service which values the customer's time;
- treating customers with respect;
- understanding key drivers that influence customer expectations
- meeting and wherever possible surpassing customers expectations;
- recovering dissatisfied customers;

- shaping responses to meet individual customer's needs; and
- an operational strategy that analyzes bottlenecks which are system-wide within the region, resolves or circumvents them, and provides frontline staff with the tools they need to meet customer needs.

Quality Indicators:

The lead operator and principal partner are required to provide high quality services and to be able to demonstrate the GNBWIB that it is doing so. It shall be presumed that high quality services are being provided if the lead operator and principal partner can demonstrate, with increasing improvement in results achieved over time that it is providing services that are:

- 1. Timely**
 - i. Clearly defined time expectations by customer segment in both job seeker and business categories. These may be in the context of wait time, referral time, follow-up, or other customer defined expectations.
 - ii. Targeting those segments most in need of improvement and/or those that will have the greatest positive impact upon overall performance.

2. **Increasingly Effective.**

- i. *Assessments* for customers that result in appropriate training enrollment;
- ii. *Quality referrals* for customers that result in appropriate referral for partner services;
- iii. *High customer satisfaction level*- Goal is for 100 hundred (100%) percent of customers that interact with CC staff and receive services find their experience valuable, with a recovery strategy by the lead operator and principal partner for those customers who do not have such perceptions;
- iv. *Market growth* through increasing percentage of market share; expanding market penetration in serving targeted industry employers.

The WIB will conduct, as part of its Charter Review process, focus groups and independent interviews with all Career Center customers. These will include: job and training seekers, businesses, partners, vendors and system employees. These processes will be carried out confidentially.

Customer satisfaction data will be collected by the Career Centers on a monthly basis. This data will be analyzed and the results shared with the Performance Measurement Committee on a monthly basis. Information from these surveys will also be shared on a quarterly basis in the lead operator's report to the board.

B. **Quantitative Measures**

The GNBWIB requires outcomes in two general areas for individual customers: referral to, placement in, and retention in a job; and referral to, enrollment in, and retention in an education or training program.

The **outcomes** to be collected on individuals that would show progress in these areas are:

1. *User characteristics*: total number served monthly, quarterly and annually, gender, race/ethnicity, age, welfare status, disabilities, education, employment status at time of registration, and occupation;
2. *Entered employment rates* of all staff assisted WIA Title I adult, dislocated worker, older youth and unemployed customers;
3. *Employment Retention rates* of WIA Title I unemployed customers, adults, dislocated workers and older youth;
4. *Average wage at entered employment* of total number of staff-assisted customers who enter employment, of all unemployed customers, of all adult customers, of all older youth customers and of all dislocated worker customers;
5. *Earnings Change in six months* for WIA Title I adult and older youth workers
6. *Earnings Replacement rate* for WIA Title I dislocated workers
7. *Total number entering full-time employment* for adult, dislocated and older youth workers;
8. *Total number or obtaining a credential* for WIA Title I adult, dislocated and older youth workers;
9. *Skill attainment rate* for WIA Title I youth;
10. *Diploma or Equivalent Attainment rate* for WIA Title I youth;
11. *Retention rate* for WIA Title I youth.
12. *Required reporting information regarding* Wagner-Peyser, Unemployment Insurance (UI) Walk-In services, Skills Start, DTA job placement programs, Reemployment Grant and Veterans.

The GNBWIB requires that the following **outcomes** be collected and analyzed on businesses:

1. *User characteristics*: number of companies served by industry and the regional market share of each;
2. *Service utilization*: total # of businesses served; types of services provided
3. *# Of employers provided with follow up services*
4. *Repeat business from employers*, as defined by companies who submit two or more orders over a two year period and/or who received staff assisted workforce development services.

C. Baldrige Measures/Products

The lead operator and principal partner key management staff will be fluent and trained in the Baldrige Criteria for performance excellence. The GNBWIB has developed a Baldrige Criteria Matrix which will be used to drive performance measurement. The measures noted in this matrix describe areas to be measured that would indicate the lead operator and principal partner's dedication to the vision, mission, and principles summarized in section I of this charter.

The GNB One-Stop Career Center lead operator and principal partner must demonstrate satisfactory progress in these areas unless there is just assignable cause. The business plan will reflect a link to these measures and the measures will become a part of the business plan and this charter. It is expected that the Business Plan will include additional measures and information not included here. Measures will be tested for relevance and compared against the stated mission, vision and emphasized objectives of the WIB and against the approved structure set out in the lead operator's own business plan.

Measures in each of the seven Baldrige Criteria include:

1. **Leadership**

This category addresses how senior leadership guides the organization in setting values, directions and performance expectations of staff.

Measures would include:

- Evidence of staff ability to articulate vision, mission and values of the organization and the workforce investment board in the carrying out of their job responsibilities;
- Evidence of progress on the baseline of employee satisfaction;
- Evidence of CQI work teams and their process improvements;
- Evidence of the creation of annual business plan.

2. **Strategic Planning**

This category addresses how the organization develops strategic objectives and action plans and how these objectives and action plans are implemented.

Measures would include:

- Evidence of strategic planning process;
- Evidence of business plan development and implementation;
- Quarterly org chart updates submitted to WIB Staff and quarterly updates submitted to the WIB.

3. **Customer and Market Focus:**

This category addresses how the organization determines customer requirements, expectations and preferences. The Career Center Operator must outline how it builds relationships with individual job and training seeker customers as well, as business (employer customers) and seeks to satisfy, retain and grow these customer markets. Consideration should be given to economic climate of the local workforce development system.

Measures would include:

- Evidence of Business Services Plan development and implementation;
- Establish or maintain baselines for identified target industries or those newly identified as critical and emerging in the region;
- Evidence of increase in services to targeted industries (see Quantitative Outcomes);
- # And % of staff persons devoted to serving business customers;

- Increase the # of ITA certified training providers that update and maintain their list of course offerings and/or improve or adjust their course offerings based on local labor market information;
- Evidence of WIA Title I training eligible customers visit 2 or more training vendor sites before enrollment unless 2+ vendors are not within commuting distance;
- Evidence of satisfied customers (see Qualitative Outcomes).

4. **Information and Analysis**

This category addresses the organization's information management and performance measurement systems and how the organization analyzes performance data.

Measures would include:

- Establishment of SOP for the collection of data and analysis from all service sites and special grant initiatives;
- Evidence of CQI process improvements;
- Establishment of monthly and quarterly reporting processes to WIB and WIB committees.

The Operator is asked to use standard quality management techniques to collect and analyze data, identify conclusions and publish findings. This information, as appropriate, shall be made easily accessible to customers, partners, monitors, etc.

5. **Human Resource Development and Management**

This category addresses how the organization motivates and enables employees to develop and utilize their full potential in alignment with the organization's overall objectives and action plans. The Career Center Operator should address efforts to build and maintain a work environment supportive and conducive to performance excellence and personal growth.

Measures would include:

- Evidence of progress on the baseline of employee satisfaction;
- Evidence of implemented processes for improving employee satisfaction and morale;
- Evidence of CQI work teams and their process improvements.

6. **Process Management**

This category addresses the organization's use of efficient and effective process management including customer-focused design, service delivery, key business and support processes.

Measures would include:

- Evidence of processes for new products/market focus;
- Evidence of processes for continuously improving standard operating procedures (CQI);
- Evidence of processes and/or systems for collection, analysis and reporting of performance data.

7. **Business Results**

This category addresses the organization's performance and improvement in key business areas—customer satisfaction, service performance, marketplace performance, human resource results and operational performance.

Measures would include:

- # and % of satisfied job seeker customers;
- # and % of satisfied business customers;
- Rate of return by business customers for job order submission;
- Evidence of progress on the baseline of employee satisfaction.

VII. REPORTING, MONITORING AND EVALUATION REQUIREMENTS

A. Reporting Requirements:

Reporting requirements will be established by the WIB in consultation with the Greater New Bedford One-Stop Career Center lead operator and will be revised periodically. These currently include:

- Monthly Committee Reports, Ex. CQI updates to the Performance Measurement Committee
- Quarterly reports to the board in Baldrige Criteria format
- Annual report to the board in Baldrige Criteria format

Information will be provided by service site (GNB and Wareham Career Centers).

The Greater New Bedford One-Stop Career Center lead operator and principal partner will maintain records as required by the WIB and state and federal agencies overseeing implementation of Career Centers. The GNB One-Stop Career Center lead operator and principal partner will provide access to the WIB, to DWD, and to other authorized government agencies, the information needed for monitoring, evaluation of performance. The DWDA will provide access to the above agencies and the WIB for financial management purposes.

The WIB and the Greater New Bedford One-Stop Career Center lead operator recognize that full reporting of the data elements listed above is dependent, in part, on the capacity, quality and timeliness of the state's Career Center information systems.

B. Evaluation:

The GNBWIB shall be responsible for evaluating the lead operator and principal partners performance in implementing and operating the One-Stop Career Centers in accordance with the measures set forth in this Charter Agreement. The lead operator's right to operate a One-Stop Career Center shall be subject at all times to the GNBWIB's satisfaction that quality and performance standards are being met.

In addition, the Commonwealth's Quality Assurance Unit and other state and federal agencies appropriate to funding sources shall evaluate the Greater New Bedford One-Stop Career Center lead operator and principal partner.

C. Corrective Action:

If the GNBWIB believes at any time that the lead operator and principal partner are unable to satisfy any of the performance standards set forth in this Charter Agreement, measured with such frequency as the WIB determines, the WIB and the lead operator and principal partner shall meet to discuss the failure or potential failure and shall develop a written corrective action plan for the satisfaction of the performance standards or standards in question.

The Workforce Investment Board will remain current with the economic conditions in which the lead operator and principal partner must carry out the business of running the Greater New Bedford One-Stop Career Center System. If, however, the operator continues to not meet the performance standards set by State funding sources, the WIB, and the CEO, a new operator may be selected through a competitive bid process. A selection committee will be established composed of WIB members as selected by the WIB Chair in partnership with the Mayor of New Bedford.

D. No Presumption of Renewal:

Notwithstanding the above, there shall be no presumption of renewal of the Charter Agreement after the Third Fiscal Year, except as set forth in Section II (C) of this Charter Agreement, and the GNBWIB shall be under no obligation to renew for a fourth or subsequent fiscal year.

VIII. PAYMENTS TO REIMBURSE THE WIB FOR THE COSTS INCURRED SUPPORTING CAREER CENTERS:

The guiding principles for determining WIB charges to the Greater New Bedford Workforce Investment Area integrated budget will be to:

1. Minimize the budget impact on service to customers,
2. Provide the WIB with the resources it needs to establish policy, support continuous improvement, and carry out the mandates listed in the memorandum of agreement with the Massachusetts Department of Workforce Development. Representatives from the WIB, DCS, New Directions and DWDA will work together to develop the region's annual budget.

IX. REMEDIES, SANCTIONS AND APPEALS

A. The Goal of Mutual Cooperation

It is the intent of the parties that problems be avoided, corrected, and resolved by mutual cooperation if that is feasible. The WIB and the Greater New Bedford One-Stop Career Center lead operator and principal partner are committed to the continuous quality improvement of services provided to employer and job seeker customers. Identifying and resolving performance problems and customer dissatisfaction is central to continuous quality improvement and all parties shall adopt and maintain a commitment to this approach.

B. Performance Review

The WIB Performance Measurement Committee will conduct three types of review.

1. Review of written monthly reports submitted to the WIB Performance Measurement Committee by the GNB One-Stop Career Center lead operator in collaboration with the principal partner on performance of all centers and on each center.
2. Quarterly reports to the Board.
3. Charter Review. The WIB will provide the GNB One-Stop Career Center lead operator, principal partner and the CEO with oral and written report of findings from this annual process.

C. Performance Problems and Corrective Action Plans

The GNB One-Stop Career Center lead operator and principal partner shall inform the WIB in writing as soon as possible whenever it appears that a problem or event may occur or be occurring, that could undermine the successful implementation or operation of the GNB Career Centers or could lead to the lead operator's default under the terms in this charter or its funding sources.

If the Fiscal Agent or WIB has a problem or event occurring or that may occur which could undermine the successful implementation or operation of the GNB One-Stop Career Center System,

the WIB and/or Fiscal Unit shall inform in writing the lead operator and principal partner as soon as possible. In the event of an emergency, telephone, fax and/or email notification is requested.

In those instances when performance and customer problems are identified and remain unresolved, the WIB will consult with the GNB One-Stop Career Center lead operator. The GNB One-Stop Career Center lead operator will develop a plan in collaboration with the principal partner to resolve the problems, inform the WIB of its plans, and take the steps necessary to resolve the problems identified. If the WIB believes that problems have not been resolved within a reasonable period of time, the WIB shall provide a written notice identifying the problems and requesting resolution within a specified period of time. A copy of the notice will be also be provided to the Mayor/CEO, the Department of Workforce Development and the Division of Career Services. If the GNB One-Stop Career Center lead operator is not responsive to this request, the WIB Performance Measurement Committee may recommend that the charter be terminated.

D. Default

The term "default" as used in this charter shall mean not carrying out roles and responsibilities outlined above in Section IV. Roles and Responsibilities, for the lead operator and principal partner, New Directions and DCS, within a reasonable period of time and within the constraints and resources provided by other parties in this charter and by state and federal sources.

Each of the following events, unless solved within an applicable thirty day grace period set forth below or resolved through the appeal process, shall constitute a default.

- Generally, a default by the GNB One-Stop Career Center lead operator will occur when there is a breach or failure in the performance of any material term, provision, obligation, or condition of this charter, and when such default, breach, or failure continues in effect, or remains uncorrected beyond any applicable notice or grace period provided for in this charter.
- Breach of Representation or Warranty. A default shall occur if any material representation or warranty made by the GNB One-Stop Career Center lead operator herein or in the lead operator's business plan or in any other instrument or document relating to the GNB Career Centers shall at any time be materially false or misleading.
- Fraud. A default shall occur if the GNB One-Stop Career Center lead operator is misusing Career Center funds, deliberately or knowingly charging customers for core services, or otherwise defrauding the WIB or the grant recipient, the Mayor of New Bedford/CEO or misusing State or Federal funds which are supporting the One-Stop Career Center as identified by the Commonwealth or USDOL.

E. Grace Period

A grace period is the period of time following a default during which the charter remains in full force and effect, notwithstanding the default. During the grace period, the GNB One-Stop Career Center lead operator has the opportunity to correct the default. There shall be a thirty-day (30) grace period following written notice to the GNB One-Stop Career Center lead operator from the WIB. A copy of the notice will be also be provided to the Mayor/CEO and the Division of Career Services and the Department of Workforce Development. If any such default remains uncorrected upon the expiration of the thirty (30) day grace period, the WIB shall be entitled to exercise any or all of its remedies as provided in this charter agreement.

There is no grace period for default involving breach of representation or warranty or fraud.

F. Remedies and Termination

1. Termination of the Charter by the WIB

Upon the occurrence of default or any violation as identified under Section X-C, and the expiration of any applicable grace period, the WIB shall be entitled, following a vote of concurrence from the WIB Performance Measurement and Executive Committees, to terminate this charter immediately by delivering written notice of termination to the GNB One-Stop Career Center lead operator, Executive Director. Upon the delivery of such written notice, the charter shall terminate and the GNB One-Stop Career Center lead operator shall have no further rights with respect to the implementation or operation of GNB Career Centers. A copy of the notice of termination shall be provided to the Mayor/CEO and the Commonwealth.

In cases of breach of representation or warranty and fraud, the WIB may take immediate action to revoke the charter or seek other changes in performance and administration of Career Centers.

At the discretion of the WIB or the lead operator, sixty (60) days prior to the renewal date of the Charter, either party can give written notice of termination.

2. Action by the Commonwealth of Massachusetts

A copy of the termination notice shall be delivered to the DWD, DCS, the WIB Performance Measurement Committee, the WIB Executive Committee, and the Mayor of New Bedford, so that they may take such action, as they deem appropriate. Upon termination of the charter, the Commonwealth of Massachusetts contracts with the GNB One-Stop Career Center lead operator will simultaneously terminate.

3. Termination of the Charter upon Termination of the Commonwealth of Massachusetts Funding Contract

Regardless of whether a default has occurred, if the Commonwealth of Massachusetts funding contract is terminated by the DWD or DCS, this charter shall simultaneously terminate without any requirement of the delivery of written notice of termination by the WIB to the GNB One-Stop Career Center lead operator. In the event of any such termination of the charter agreement, the GNB One-Stop Career Center lead operator shall not have any further rights with respect to the implementation or operation of Career Centers.

G. Appeal Process

If the GNB One-Stop Career Center lead operator is notified of the WIB's decision to terminate the charter, it shall have two weeks from the receipt of such notice to provide a written appeal to the WIB Executive Director, the WIB Performance Measurement Committee, the WIB Executive Committee, and the Mayor of New Bedford/CEO. In the case of the WIB terminating the Charter upon annual renewal with sixty (60) days notice, no appeal will be considered.

Within two weeks of receipt of an appeal, the Chair of the WIB Executive Committee will convene the Performance Measurement Committee, the WIB Executive Director, representatives of the GNB One-Stop Career Center lead operator, and others as appropriate to consider renewal of the charter. The WIB Executive Committee will establish processes for gathering information and debating the merits of arguments presented, which will be approved by the WIB Executive Committee before proceeding. The Executive Committee will make its decision concerning charter renewal within two weeks of its first meeting.

If the GNB One-Stop Career Center lead operator is not satisfied with the decision of the WIB Executive Committee, an appeal may be made within two weeks in writing to the WIB and the Mayor of New Bedford/CEO. The WIB and the Mayor of New Bedford shall convene an appeal hearing within two weeks, provide all parties with a description of the process to be used, gather and consider such information as they consider to be relevant, and consider the merits of the appeal until consensus between the WIB and the Mayor of New Bedford is reached. In the event a consensus between the WIB and the Mayor cannot be reached, the decision of the Mayor of New Bedford/CEO to renew or not to renew the charter shall be final.

X. SIGNATORIES

By signing below, each of the parties agrees to the items outlined in the Greater New Bedford Career Center Charter. This is a binding contract.

CITY OF NEW BEDFORD

Scott W. Lang
Mayor, City of New Bedford

Date

GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD, INC.

Joseph L. Michaud
Chairman

July 26, 2006

Date

Leonard Coriaty
Executive Director

August 2, 2006

Date

NEW DIRECTIONS, LEAD OPERATOR

Edward Dennehy
Executive Director

August 2, 2006

Date

**MASSACHUSETTS DIVISION OF CAREER SERVICES,
PRINCIPAL PARTNER**

Carl Waal
DCS Field Manager

Date

Maureen Tivnan
DCS Associate Director, Field Operations

Date

DEPARTMENT OF WORKFORCE DEVELOPMENT ADMINISTRATION

Steven Grant
Director

August 7, 2006

Date

Attachment: A

Career Center Required Partners:	Services:
New Directions	<ul style="list-style-type: none"> • Adults • Dislocated Workers • Youth • Welfare-to-Work
Division of Career Services	<ul style="list-style-type: none"> • Veterans • Employment Service (Wagner-Peyser Act, 29 USC 49) • Unemployment Insurance
Job Corps, Youth	<ul style="list-style-type: none"> • Job Corps
Massachusetts Department of Education: NBPS Adult Basic Education Program and UMASS Dartmouth Workers' Education Program	<ul style="list-style-type: none"> • Adult Basic Education and Literacy
Massachusetts Rehabilitation Commission	<ul style="list-style-type: none"> • Vocational Rehabilitation
SER-Jobs for Progress	<ul style="list-style-type: none"> • Title V, Older Americans
Bristol Community College	<ul style="list-style-type: none"> • Post Secondary Vocational Education
Commonwealth Corporation	<ul style="list-style-type: none"> • Trade Adjustment Assistance • North American Free Trade Agreement • Rapid Response for Dislocated Workers
People Acting in Community Endeavors	<ul style="list-style-type: none"> • Community Services Block Grant (Food Stamps, Child Care, Fuel Assistance, etc.)
New Bedford Housing Authority	<ul style="list-style-type: none"> • Housing and Urban Development Employment and Training
Additional Partners:	Additional Services:
Department of Transitional Assistance (DTA)	<ul style="list-style-type: none"> • Services for customers receiving public assistance.
Educational Opportunity Center	<ul style="list-style-type: none"> • Academic, Career, and Financial Aid Application Assistance
MY TURN, Inc.	<ul style="list-style-type: none"> • Transitional Services to In-school and Out-of-school Youth