

Charter Review FY 2008  
Final Report  
Prepared by: Performance Measurement Committee/Workgroup  
February 11, 2008

**REPORT SUMMARY**

This summary presents the findings of the FY 2008 Charter Review conducted by the Performance Measurement Committee/Charter Review Workgroup (PMC). Preceding the summary are additional details of the process used to conduct the review, data collection methodology, and other related information.

The Performance Measurement Committee/Charter Review Work Group of the Greater New Bedford Workforce Investment Board, Inc. (WIB) has been charged with the responsibility of conducting a Charter Review with the Lead Operator of the Greater New Bedford Workforce Development System for the purpose of monitoring performance within the context of the Charter language. That Charter in Greater New Bedford is with New Directions Southcoast, Inc (NDSI).

The overall assessment involves monitoring of results with respect to WIA Performance Measures as well as review of activities and outcomes of Lead Operator efforts in the context of the WIB FY' 08 Local Annual Business Plan (herein referred to as Business Plan). In addition to monitoring conducted on a monthly basis, the Lead Operator, Management and Staff presented an overview of the year's accomplishments and areas of concern in providing direct client services.

In addition to an overall assessment of the Lead Operator, each year the PMC selects a specific area of performance to review. The Partner and Vendor relationships with the Career Center and the Workforce Development System in Greater New Bedford were the focus for FY '08.

For the specific area of focus, the PMC reviewed a variety of data related to Partners and Vendors. These included review of Vendor monitoring reports prepared by the WIB's Program Monitor and Vendor ITA performance and Partner information provided by the New Bedford Career Center. In response to prior year recommendations, NDSI held meetings with the Career Center Partners and area Vendors. The purpose of these meetings was to have an open discussion related to a variety of issues including communication, referrals and information sharing.

Additionally, PMC members and the WIB Interim Director of Operations visited a sampling of the Vendors and MOU Partners to query them in areas distinct to Career Center relationships and the broader connection to the Workforce Development System. Both Adult and Youth Partners and Vendors were visited.

**CHARTER RENEWAL RECOMMENDATION**

The overall Charter Review provided the PMC with a great deal of information and insight into ongoing operations. We continue to be impressed with the level of services provided by the Lead Operator, the Division of Career Services, and our many Partners and Vendors. The very good performance is especially noteworthy given the challenges they face regularly.

Based on our review and the overall performance of NDSI, we are pleased to support the continued Charter with New Directions Southcoast, Inc. as the Lead Operator of the Career Center within the Greater New Bedford Workforce Development System.

### **FY 2008 Charter Review Course of Action**

A recommendation from the FY 2006 Charter Review was made by the PMC and later approved to modify the format of the Charter Review process. Rather than trying to do a relatively shallow review of all elements of the system, the PMC recommended to focus each year on one of the three main elements of the system, Job Seekers, Business Services, and Partners and Vendors. In addition to the focus area, a general review of the Principal Operator would be made to monitor performance against business plan objectives. In FY 2007 the focus was on Business Services.

This year the PMC targeted a review of the Partner and Vendor relationships with the Career Center and the Workforce Development System in Greater New Bedford (Job Seekers will be the target for next year's review). The review of Partners and Vendors consisted of a number of different elements. The PMC planned to attend the Partner and Vendor meetings that are convened by the Career Center. The PMC also planned to review documents and data relevant to Vendors and Partners, and to conduct further discussions with these two groups in order to finalize the Review process.

### **FY 2008 Data Collection/Events/Process**

Career Center management held the individual Partner and Vendor meetings where much was discussed relative to communications, referrals of clients, case management, appropriateness of training provided and general relationships between the Career Centers and the Partners/Vendors. The two meetings were lively with dialogue, and many action steps were proposed to improve areas needing enhancement. The action items were: to review methods to better prepare customers for training, to prepare and distribute vendor lists, to assemble and distribute marketing materials, to review youth programs in other areas to determine best practices, to explore programs that provide enhancement and certifications, to develop resource guides, to discuss the possibilities of a clearinghouse, to revise referral forms between partners and to post referral forms on the website, to explore opportunities to partner on future grants, and to encourage partner participation in professional development.

The PMC reviewed Vendor Contracts, Vendor Monitoring Tools, MOU Partner agreements, and Vendor activity for FY '07 and FY '08 to date. The Career Center took the lead on developing the agenda for the Partner and Vendor meetings. They also developed surveys to capture Partner and Vendor feedback as part of the process. The PMC also reviewed the distinctions between Vendor and Partner relationships with the Career Centers. This was important because the distinctions were not clearly made in the past.

**Rev. 05.01.08**

In addition to attending the partner and vendor meetings, members of the PMC, the Interim Director of Operations of the WIB, and others visited a sampling of Vendors and MOU Partners to gain a more in depth insight into their relationships and to explore the broader connection to the Workforce Development System. (See Attachments H, I, J, K letters and questions/responses). The PMC and the Director of Operations reported that the individual visits resulted in gaining insights not elsewhere found. For the most part the Vendor's/Partner's comments were positive in terms of their relationships with New Directions and the Career Centers. Those areas identified as needing change or improvements are relatively minor and clearly correctable.

Partners Visited

Coastline Elderly Services, Inc.

MY TURN, Inc.

PACE

Vendors Visited

Dartmouth Experience

Computer Training Specialists

LifeStream, Inc.

The PMC reviewed a variety of data related to the ITA/Vendor activity to assist in determining the value of the Vendors and the training that they offer. The relationship to the ranking of Vendors and the use of scarce ITA dollars was addressed. The Chair utilized data received from the Career Center on the use of ITA dollars to develop charts showing the use of those dollars for the period of 2003 to 2007. The charts prompted much discussion relative to the quality of the programs offered as a result of limited funding. The PMC also reviewed the training selection packets used by the Career Center to determine who is eligible for a possible ITA and asked if there were a way to make the process easier for clients. The Career Center assured the Chair that much is done by staff to make the customer comfortable with the process. Performance numbers for WIA for the past 3 years were also reviewed. The PMC further reviewed the report prepared by Brenda Francis on the definitions of Partners/Vendors and discussed the fact that some Partners were also Vendors, but found no conflict of interest in the relationships.

A newly added segment to the PMC Charter Review this year was the WIB staff monitoring conducted on the Vendors and their performance. Although vendor monitoring has been in place and conducted by the DWDA staff as the administrative entity, the merger of DWDA and the WIB has more formalized the process of monitoring. With the selection of more intensive review of the Vendors/Partners for the Charter Review process this year, the addition of monitoring activities to the discussion was relevant. The Career Centers and the WIB monitor are in close contact on any issues that arise relative to a vendor issue. During the Charter Review discussions, two vendors, previously identified by the Career Center as having issues were reviewed for compliance by the WIB monitor, with commensurate actions taken as delineated in the monitoring process.

## **Rev. 05.01.08**

The final element of the Charter Review involved a review by the PMC of NDSI's performance and progress towards meeting Business Plan objectives. This took place at the end of January and allowed a review of progress through mid-year. NDSI and Career Centers management staff participated in a round table review and discussion of many different elements. These included: the Opportunities for Improvement identified in the FY '07 review, progress made in achieving Business Plan objectives in the areas of Job Seekers, Business Services, and Youth Programs and a review of progress being made in meeting Operational Improvement objectives. Candid discussion took place that covered accomplishments, barriers to performance and opportunities for improvements. The PMC commends and thanks NDSI and all who participated in the candid and frank discussions. Clearly, funding issues permeate the entire discussion of providing direct services to clients. Reduced funding for the coming year will further exacerbate the development of service modules and appropriate staffing. Important to note is that NDSI and the Career Centers continue to provide excellent service in spite of adversities.

The Summary of Findings and Recommendations in each area identify what was learned and what needs to be done to continue to improve our system.

Finally, thanks go to all PMC members and WIB staff who took the time to participate in the Charter Review. Participating in this effort is very time consuming. At the same time it allows those who participate to gain considerable knowledge in how our system works.

The following represents a summary of the findings of this Review, and a list of recommendations for action to be taken by the Lead Operator and/or the WIB.

The findings and recommendations are separated into three (3) focal areas with headings as follows:

- 1) Page 5: NEW DIRECTIONS SOUTHCOAST, INC./CAREER CENTER PRESENTATION
- 2) Page 9: PARTNERS
- 3) Page 11: VENDORS

NEW DIRECTIONS SOUTHCOAST, INC./CAREER CENTER PRESENTATION:

On January 30, 2008 NDSI and Career Center staff presented information relative to Career Center operations, activities, and accomplishments for FY '08. The format for the review was a round table open discussion along with Q&A focused on attainment of Business Plan goals and related topics. The data presented and candid responses to questions affirmed the excellent services provided by the Career Centers and highlighted the challenges faced day to day in providing direct client services. (See Attachment A for a 3 year history of key activity data at the Career Centers.)

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>The Career Center continues to perform at a very high level. For the third year in a row they have received a \$20,000 performance award for meeting or exceeding the seventeen performance measures.</p>	<p>none</p>
<p>As has been the case for the past two years, the Career Centers have seen a substantial increase in customers seeking jobs, training and other services. Through the first six months of the fiscal year 6,539 individuals were served. This represents over 62% of the year's plan of 10,500, which was a significant increase over the 9,596 customers served in FY '07. Each of the client categories, e.g. Veterans, UI claimants, disabled, etc, has significantly surpassed the planned levels. Of the total number of individuals served, 12% to date have entered employment. The number of dislocated workers and in-school and out-of-school youth served have already surpassed the full year's plan at the half-year mark. This high customer rate coupled with funding constraints puts significant pressure on the entire system. At the six-month mark, approximately 51% of planned Business customers have placed job orders or used other services of the Career Centers. (See Attachment B for the full Performance Measurement report.)</p>	<p>The WIB and NSDI must develop a viable means to fund ongoing initiatives or agree on a strategy to prioritize those efforts that can be supported and discontinue those that cannot.</p>
<p>The Career Center has made significant progress in addressing the goals set forth in the Business Plan. (See Attachment C, the minutes of the "FY 2008 Charter Review Presentation" which served as the basis for discussion.)</p>	<p>NDSI should continue to focus resources consistent with Business Plan objectives. Great strides have been made, but upside potential exists to further improve service delivery.</p>

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>In addressing the “Opportunities for Improvement” noted in last year’s review, clear evidence was shown that progress is being made. Efforts in the areas of youth and development of customer satisfaction surveys showed significant progress. Thirteen different Customer Satisfaction survey instruments have been developed by NDSI. These surveys, all conducted through <a href="http://SurveyMonkey.com">SurveyMonkey.com</a>, cover all of the key service areas that will serve as an excellent basis for measuring ongoing customer satisfaction. (See Attachments D, E, F – for a sampling of the Customer Surveys.)</p>	<p>NDSI should report on survey findings to the Finance/PMC Committee on a quarterly basis.</p>
<p>Efforts to better match job seekers and businesses have shown progress. Though current services do address youth living in towns adjacent to New Bedford (ie. Dartmouth, Fairhaven etc.) little progress was made in finding ways to address youth needs in Wareham or ways to augment training funds.</p>	<p>NDSI must develop the ability to apply for and receive grants to support operations and other initiatives.</p>
<p>Much progress has been made with respect to meeting goals for Job Seekers outlined in the Business Plan. By realigning and focusing Resource Room efforts the Career Center is better able to support computer literacy needs of Job Seekers. Space is now becoming a growing issue as more customers utilize the Career Center. The Career Center has also partnered to provide ESOL classes. Transportation is an issue as classes are not always local. Significant progress has been made in the Re-entry programs and our local program has been used as a model by the State. The Veteran program has also received appropriate focus and the Veteran Expo Day was very successful. The Wareham Career Center has been very involved in connecting job seekers with job openings in the Crossing Mall. There also has been ongoing CQI focus on improving staff capabilities to service Job Seekers. This includes application for funding to apply Lean Principles to the operation. This shows forward thinking in looking for ways to do more with less.</p>	<p>NDSI should continue to monitor space needs and work to ensure that adequate space is available to conduct business.</p>

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>Some progress has been made in meeting Business Services plan objectives. Banking industry curriculum development identified needs in the areas of better assessment to facilitate prescreening as well as the need to add a “sales” component. The successful efforts to support businesses in the Crossing Mall in Wareham highlighted the issue of transportation needs. The efforts to better involve businesses with the hiring of job seekers with significant barriers: e.g. ex-offenders, met with good success. One issue is that businesses that do hire these challenged populations do not want publicity and want to remain anonymous. Progress has been made in aligning with EDC efforts. There have been no new developments in getting better information from businesses to help meet their needs. A significant opportunity exists to have WIB members better use the services of the Career Centers.</p>	<p>WIB/Career Centers must maximize employer participation in the Workforce Development System. There needs to be more visibility by WIB members in the use of Career Center services.</p>
<p>The Career Center has been very successful in addressing Youth Program objectives. A number of initiatives yielded significant outcomes for youth. Alignment of resources, partnering, and hard work resulted in a successful Youth Expo and delivering a successful summer program. Involving youth through “Youth Voice” was viewed by the state as a best practice. It should be noted that funding could prove problematic going forward. Without funding that includes covering the costs of providing service and oversight by NDSI, it will not be possible to deliver the same programs this year that were provided in the prior year.</p>	<p>Opportunity exists to increase the CEO’s understanding of how funding of the system works. It will be problematic to try to support some programs at prior levels; e.g. Youth initiatives, without necessary financial support.</p>
<p>The Career Center has made some progress in meeting Operational Improvement objectives. The Career Center is gathering local Labor Market Information (LMI) data and is distributing that data to vendors. Feedback from vendors has been positive. NDSI has reassigned resources to strengthen relationships with other organizations to provide better training choices especially for youth. Improvements have been made in vendor monitoring and have highlighted the need to provide more specific language in contracts. NDSI, as a 501(c)(3) non-profit business, was tasked with identifying and obtaining new funds to support ongoing initiatives. NDSI neither have the incumbent skills nor the resources to fund a position.</p>	<p>There must be a resolution of the financial status of NDSI. This is crucial to future system improvement.</p>

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>There are several other findings of note. Morale at the Career Center is not as good as desired. Significantly higher customer traffic, reduced funding, and the requirement to continually grow and improve services puts considerable strain on employees who are doing an excellent job in spite of the issues they face. In addition, the change in the NDSI vacation policy that reduced the number of accruals was met with considerable disappointment and a sense of unfairness, especially when they compare their salaries and benefits to DCS coworkers that do same or similar jobs. There exists the real and immediate need to find a way to resolve the funding issues faced by NDSI. Failure to do so could be problematic for NDSI and the WIB.</p>	<p>none</p>

**PARTNERS:**

A great deal was learned about the relationship between the formal/informal Partners and NDSI from the Partners meeting that was held by the Career Center and from the individual visits made by the PMC and WIB staff to a sampling of Partners.

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
There were mixed feelings from the Partners relative to their relationship with the Career Centers, but for the most part a sense of a positive association was evident.	none
Partners have been offered the opportunity to participate in professional development activities and staff meetings at the Career Center. They have only minimally participated. Very few partners have been asked to participate in CQI activities at the Career Center. Those that have participated have not been apprised of any results.	Career Center management should continue to encourage Partner staff to participate in professional development, staff meetings, and CQI activities.  Results of CQI efforts should be shared with Partners and communicated in a timely manner.
Communication between the Career Centers and the Partners, while improved, is not as free flowing, as would be the ideal. Partners are not always aware of Career Center events or activities that might benefit their clients. Also, Partners are not updated on new programs within the Workforce Development System, e.g. <i>LiteracyWorks</i> , Workforce Competitive Trust Fund (WCTF), etc. Several partners admit that they haven't made much of an attempt to avail themselves of information at the Career Center. The Career Center has made efforts to improve information sharing including monthly LMI and alerts on upcoming Career Center recruitments.	The opportunity exists for improved information sharing through the Career Center websites relative to Career Center events, recruitments and new programs available in the area. This would improve the communication with Partners.
Partners with out-stationed staff at the Career Centers are made to feel very welcome by Career Center staff, and have an excellent working relationship vis-à-vis referral of clients.	none
The Partners (with MOUs) appear to be fully aware of the needs of their clients but have not shared how those needs might be addressed, where appropriate, by the Career Centers.	Partners should share more information about their client's needs with the Career Center staff. This request should be communicated to the Partners by Career Center management and the WIB staff, particularly during MOU negotiations.

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
Partners (with MOUs) appear to not utilize the marketing strategy that they are a part of the Workforce Development System of Greater New Bedford.	WIB staff should encourage Partners to advertise their partnership with the Workforce Development System on their websites by providing links to the <a href="#">Career Center</a> and the <a href="#">WIB</a> , and by printing on their brochures and other marketing materials that they are a member of the larger system.
Partners would like to get updated information at regularly scheduled Partner meetings; e.g. # of people employed, employer recruitments, etc.	WIB/Career Center management should continue to design Partner meeting agendas to maximize information sharing that is meaningful to all parties.

In response to the findings above and additional corrective actions requested by the Partners, the Career Centers have implemented a variety of improvements as indicated below:

- The Career Center has invited Partners to the Career Center for Professional Development.
- In an effort to explore more opportunities to partners on future grants, the Career Center has partnered with Bristol Community College (BCC), the City of New Bedford, and, is currently working with LifeStream, Inc. on a potential DTA grant. This has always been an ongoing effort.
- The Customer Referral Form has been revised and distributed to the Partners.

VENDORS:

Much was learned about the relationship between the Vendors and the Greater New Bedford Workforce Development System and the Career Centers. The data presented by NDSI relative to ITA participation, the WIB monitoring reports, the Vendor meeting held by the Career Center, and the individual visits made by the PMC/WIB staff, all added to our knowledge base.

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>A review of ITA/Vendor participation and funding for the past 4 years indicates, for the most part, a correlation between the number of enrollments and available funds. The variables, however, in cost per enrollment and other factors play a role in the overall ITA availability. (See Attachment G – ITA Analysis.) The Career Centers have done an excellent job of trying to stretch the available funds. The fundamental fact is that the current funding sources do not provide sufficient ITA dollars to meet our increasing needs.</p>	<p>NDSI must continue to closely evaluate the ITA enrollments and the relationship to the types of training available. Ideally the WIB and NDSI need to develop additional sources of revenue to fund ITAs throughout the year. A much more detailed review of the funds available for training must be carried out by the Finance/PMC to assure WIA training is maximized for our eligible residents.</p>
<p>The general consensus from the Vendors was that a positive relationship exists with the Career Centers.</p>	<p>none</p>
<p>Communication with the Career Center is excellent with respect to client referral and follow-up. We found, however, that Vendors were not always aware of new programs and general Career Center activity.</p>	<p>Career Center management must continue to find ways to insure that Vendors are kept aware of activities/programs that are of interest to their clients. Use of the <a href="#">Career Center website</a> for this purpose is one way to improve communication.</p>
<p>Referrals from the Career Center to the vendors for the most part are appropriate.</p>	<p>none</p>
<p>Vendors are willing to partner in future grant activity, but some are limited in their capacity to expand because of limited guaranteed funding.</p>	<p>WIB and NDSI staff should find ways to include Vendors in their discussions relative to seeking and applying for new funding to offer local training programs.</p>
<p>Several area Vendors receive the majority of their trainee referrals from the Career Centers. Smaller vendors that rely solely on WIA referrals for their livelihood are in jeopardy of survival when ITA funds run out early in the fiscal year. This could have a further negative impact on the number of available vendors.</p>	<p>none</p>

<i>FINDINGS</i>	<i>RECOMMENDATIONS</i>
<p>Vendors are willing to certify instructors in new areas of training. They are, however, limited in their knowledge of area labor market needs.</p>	<p>LMI must be shared with area vendors by the WIB/Career Center staff to support and encourage them to offer training in those areas with job growth opportunities.</p> <p>WIB staff should be meeting with Vendor groups on a regular basis. This is necessary to facilitate dialogue about industry and occupational trends, and should aid Vendors in acquiring funds to support training programs.</p>
<p>Monitoring of the vendors produces excellent findings. Two vendors however, are under corrective action at this time.</p>	<p>Continue with WIB monitoring of the Vendors to determine if there are any deficiencies requiring corrective action. Use information gained through this process to further improve MOUs and contracts.</p>

In response to the findings above and additional corrective actions requested by the Vendors, the Career Centers have implemented a variety of improvements as indicated below:

- Customers are being better prepared for training. Case Managers are specifically talking with the customer regarding various training vendor options and encouraging them to pay close attention to the vendors when making their pre-training investigation visits.
- Requested recommendations from all the vendors regarding the questionnaire.
- Prepared and distributed a Vendor List (to MY TURN, Inc. and others).
- Distributing vendor marketing materials to their customers but still need to provide updated Career Center marketing materials to the vendors.
- Requested that the Youth Council Director look into successful summer jobs resource development programs developed by other regions.
- There has been significant progress made on exploring programs that provide enhancement and certifications. The Career Center has been meeting with vendors individually and has made progress with both Parker Driving School and MTTI (automotive). They have also set aside some funds to provide “enhancement” type training for individuals that need just a small upgrade.

**Attachment A – Three year history of key activity data at the Career Centers**

**GREATER NEW BEDFORD/ WAREHAM**  
**CAREER CENTERS**  
**PERFORMANCE NUMBERS**

**Total Customers served**

**FY '06—9,212**

**FY '07—9,596**

**FY '08 (Through Dec. 2007)—6,539**

**Entered Employments**

**FY '06—2,146**

**FY '07—1,665**

**FY '08 (Through Dec. 2007)—794**

**Disabled**

**FY '06—633**

**FY '07—732**

**FY '08 (Through Dec. 2007)—513**

**Veterans**

**FY '06—559**

**FY '07—583**

**FY '08 (Through Dec. 2007)—438**

**DTA**

**FY '06—481**

**FY '07—519**

**FY '08 (Through Dec. 2007)—278**

**DYS**

**FY '06—No program**

**FY '07—17**

**FY '08—Funded to serve 25**

**Re-Entry Program (ex-offenders)**

**FY '06—No program**

**FY '07—138**

**FY '08—32**

# ATTACHMENT B

## WIA PERFORMANCE MEASURES AS OF JULY 1, 2007 TO JANUARY 22, 2008 FY'08 GREATER NEW BEDFORD AND WAREHAM CAREER CENTER

PERFORMANCE MEASURES	INDIVIDUALS SERVED			TRAINING ENROLLMENTS							ENT. EMPLOYMENT		
	PLAN	ACTUAL	% PLAN	PLAN	ACTUAL	% PLAN	CRED.	COM.TRN.	TRN.REL.EMPL.	%TRN.	PLAN	ACTUAL	% PLAN
<b>OSSCAR-monthly</b>													
TOTAL CUSTOMERS	10,500	6,539	62.28%									794	
VETERANS	750	438	58.40%									83	
UI CLAIMANTS SERVED	3,500	2,551	72.89%									262	
UNEMPLOYED	8,500	6,041	71.07%									731	
DISABLED	675	513	76.00%									43	
<b>TOTAL EMPLOYERS/monthly</b>	625	317	50.72%										
NEW TO GNBCC	150	66	44.00%										
REPEAT	475	251	52.84%										
JOB ORDERS RECEIVED/actual		479											
J.O. BY TARGET INDUSTRY		393											
J.O. FILLED/actual		260											
J.O. filled by TARGET INDUSTRY		231											
<b>MANUAL COUNTS</b>													
JS/JR--weekly	500	318	63.60%								155	68	43.9%
DTA SKILLS EDUCATION-monthly	49	28	57.14%								28	8	28.6%
<b>CRYSTAL-weekly</b>													
TITLE I ADULT	180	145	80.56%	120	105	87.5%	60	78	17	40.5%	91	42	46.2%
TITLE I DIS. WORKERS	290	339	116.90%	200	261	130.5%	139	179	46	48.9%	157	94	59.9%
TITLE I OY	55	65	118.18%	5	9	180.0%	11	1	0	0.0%	6	1	16.7%
TITLE I YY	325	363	111.69%	20	8	40.0%	25	1	0	0.0%	15	1	6.7%
<b>CAREER CENTER SPECIFIC-weekly</b>													
WORK CERT.	200	247	123.50%		140			107			33	78	236.4%
GNB - WCTF PROGRAM	60	19	31.67%		0			0			35	0	0.0%
GNB - WCTF-LEAN PROGRAM	24	0	0.00%		0			0			10	0	0.0%
RE-ENTRY PROGRAM		170			2			1				13	
P21 YOUTH		56			7			3				2	
QUAKER FABRIC		67			39			4				14	



# Attachment C

Rev. 03.05.08

## Minutes: Career Center Presentation, January 30, 2008

As part of the annual Charter Review conducted by the Performance Measurement Committee/Working Group, the staff of the Career Centers presented a status report detailing YTD performance. The presentation focused on key accomplishments and progress in the following areas: (a) actions relative to opportunities for Improvement identified in the FY '07 Charter review, (b) progress in meeting Business Plan objectives for Job Seekers, Business Services, Youth, and Operational Improvement, and (c) miscellaneous issues. In addition to CC staff, in attendance were Mike Kramer, Carl Waal, Roger Masson, John Fernandes, Louise Pelletier, and Mark Tarpey.

The presentation involved a round table presentation format where various staff members addressed topics appropriate to their area of responsibilities. PMC members and staff were allowed to ask questions and seek clarification as needed. The discussion was open and free flowing. The Career Center staff is to be commended for being forthright and willing to address the issues.

### FY 2007 Charter Review Opportunities for Improvement

**1. Identify ways to address the needs of youth in other communities besides New Bedford:** Few results have been realized in this area. There have been efforts to apply for grants which were either turned down or given to other vendors. It should be noted that the relationship with MY TURN, Inc., a youth services provider in Wareham, remains strong.

**2. Develop a valid and useful Customer Satisfaction survey process:** The Career Center has made a good deal of progress in this area. Thirteen different CS surveys have been developed. They address the key areas needed to comprehensively monitor customer satisfaction.

The survey process will be administered through "Survey Monkey. com."

**3. Increase Business Awareness and use of CC services:** While there has been a good deal of activity in the area of Business Services, it is difficult to measure if there has been any increase in awareness. The Career Center has participated in a weekly half hour radio show that identifies job openings. They have partnered with the Weekly Compass to publicize job openings and have partnered with the Standard-Times to list jobs in their on-line newspaper. There has been a billboard on Coggeshall Street in New Bedford, generously donated by Board Member Charles Winterhalter and McDonalds, and several brochures have been developed. Results of these targeted initiatives appear not to be quantifiable at this point in time.

**4. Better Match of Job Seekers that meet employer needs:** Progress has been made in this area. Additional detail will be provided in FY '08 Business Services Business Plan activities.

**5. Improve the skill level of workers:** Much progress has been made in this area. Additional detail will be provided in the FY '08 Job Seekers Business Plan activities.

**6. WIB find ways to augment training funds:** Overall efforts have fallen far short of meeting needs. In FY '08 we've run out of ITA funds earlier than ever.

**7. A lack of common measures for vendor performance and a need to enforce the language of contracts:** Difficulties continue to exist in developing common measures that will benefit the Career Center as well as vendors. Monitoring has improved. Expanded reporting requirements and billing in 1/3 increments has provided additional control. Work by the Program Monitor has also highlighted several vendors needing improvement. Overall vendors are doing a good job.

**8. Efforts at job evaluation that started in 2006 have seen little progress:** After clarifying this opportunity, the Career Center indicated that efforts have been started. New job descriptions have been developed and the process is ongoing. There has been standardization of evaluations but the Career Center characterizes progress as still being on the learning curve.

### **Business Plan Objectives: Job Seekers**

**1. Increase our ability to provide basic computer literacy training for the increased numbers who do not possess the skill:** The Career Center is tracking the number of participants needing computer literacy training and will use FY '08 as a baseline. The Career Center developed the curriculum for the basic workshop and reassigned a GED assistant to teach a class in the P.M. The course started in September. It was found that a morning class might be needed to accommodate customer needs. The Career Center has leveraged resources through the Program Disability navigator for improved referrals. The Career Center will continue to evaluate the Resource Room assistance process. The Career Center has plans to purchase assessment software for the Resource Room to increase their ability to determine customer job readiness. In Wareham, where the job seeker clientele is different than that of Greater New Bedford, a resume critique program and higher level Microsoft Office classes are offered. A general observation was made that with the increased use of the Career Center by job seekers, space is a growing concern both in New Bedford and Wareham.

**2. Identify increased opportunities to provide ESOL classes for both unemployed and incumbent workers:** A Workforce Competitiveness Trust Fund (WCTF) grant will be offering 45 slots of ESOL training beginning in March. Concern was noted that, particularly with ESOL, not enough follow-up is being done to determine next levels of service need. Partners are also offering more programs. The Career Center enrolled 10 new customers in the Ernest Hemingway English Institute ESOL class, Southcoast Healthcare developed an ESOL/CNA pilot class, and UMASS Dartmouth developed a class for ESOL-to-WORK targeted for Quaker employees. BCC has also been a key partner in providing training in these areas.

**3. Build on successes of re-Entry (RE) and Apprenticeship (A) programs:** In response to the desire to build on the successes of the Re-Entry program, the staff continues to collaborate with the State Director of Re-entry. In addition the staff participated in a briefing on CORI reform, presented at the state-wide partners meeting on re-entry initiative, and gave a presentation to the Attorney General's local office staff. Planning and outreach to the parole office began with the attempt to recruit parolees for the January 8<sup>th</sup> Work Readiness training funded by the WCTF and held a Re-entry Job Fair.

**4. Increase efforts to identify specific job seeker skill gaps and develop resources to address them:** The identification of job seeker skill gaps presents a challenge. Better assessments are the key to that determination. The concern, however, is the availability, or lack thereof, of available training to meet those needs. Some of the resources developed in that arena include SER-Jobs, who is offering Hospitality training for limited English and low education customers, collaboration with the State Rapid Response team to enroll displaced worker customers in biotech training, and extended Work Certified training.

**5. Develop area specific programs/events that focus on Veterans:** Veteran's services remain a high focus of activity in Greater New Bedford. Many events have been and are planned to be held for veterans. A Veteran Employment and Benefit Expo produced 405 interviews and entered employments continue to rise as a result. The Career Center also participated in the Dartmouth VET event. The Career Center VET unit is the Pilot for the new State VET SOP. The Career Center continues outreach to recently returning veterans.

**6. Devote resources in Wareham to address the needs presented by the 1200 retail jobs coming into the region in the next two years:** In Wareham, much activity has been in play with the new Wareham Crossing Mall retail complex recently opened. The Career Center assisted stores with recruitment, advertising and other support. They are still pursuing the concept of a skill center in the Wareham area to support retail, banking, and other customer service skills. New Directions Southcoast, Inc. will submit a WCTF grant request to support this Center with primary focus on retail. Both the retail and banking industry representatives in the Wareham area have been extremely supportive in this pursuit. Additional efforts in Wareham to address customer needs include a new resume critique program and a new 4-week MS Office course after which customers receive a certificate of completion. They also met with Sovereign Bank and Bank of America. Banks have offered to do free training at the Career Center.

**(Note:** It should be noted that following this presentation, according to Ed Dennehy, efforts to develop a Skill Center for Customer Service and other trainings were put on hold as a result of insufficient support by retailers. While the concept is not dead, the current effort to apply for a WCTF grant by New Directions Southcoast has been scrapped.)

**7. Continue with internal staff Continuous Quality Improvement (CQI) and Professional Development to ensure quality service to our job seekers and employers:** Internal Staff Continuous Quality Improvement and Professional Development continue to ensure quality service to job seekers. Career Center management staff is emphasizing a team spirit and doing more with less idea, running retreats and running Meyers-Briggs assessments. The Customer Service CQI has finalized survey question and is preparing to implement the Surveys (see attachments D, E, F of the Charter Review Report).

## **FY08 Business Services Objectives**

**1. Continue with curriculum development and then implement the banking industry customer service readiness training program and examine other industry needs for similar training modules:** Progress and learning has occurred in this area. The original curriculum was completed. A number of job seekers, who applied for jobs, were ultimately

turned down. Upon further analysis two things were learned. There was a need for better assessment and prescreening, especially in the area of Customer Services. Secondly there was a need for a "sales" component. Through this effort it was confirmed that banks are willing to be involved in training and workshops. The Career Center reported that there are other industries in which a similar approach might apply and these would be explored as opportunity and resources are available.

**2. Work closely with all businesses in the Wareham area, especially the new Wareham Crossing Mall businesses, to provide job ready hires with good customer service skills:** There has been a good deal of activity in this area. The Wareham CC has provided referrals to Lowe's, Michael's and Target. The CC is also working with these and others including J.C.Penney, TGI Fridays, and Petco to fill expected job openings. The CC is partnering with NRF to identify management level contacts at remaining mall businesses. A total of 40 stores are expected to open at the mall during the first two quarters of 2008 and the Career Center is actively involved in providing support. One issue that was identified is that of transportation. It was reported that efforts are being made to expand bus services during hours currently not available.

**3. Develop in-house ability to provide and then export the customer service retail training program to other areas including Greater New Bedford:** It was noted that retail training will continue. NDSI intends to submit a WCTF grant to support a skill center in Wareham whose primary focus is on retail. This can be used to provide training throughout the SDA.

**4. Make major effort to identify and educate employers who will hire job seekers with significant barriers:** Several employers have been identified who will work with these challenges. Five, in fact, participated in the job Fair for ex-offenders in September. Participants included 76 veterans, 40 disabled, 13 re-entry, 60 JS/JR and a number of at risk youth. Transportation continues to be a major barrier to provide appropriate services to clients. Even though BCC has been a good provider and has made many classes available in its downtown New Bedford campus, many New Bedford area clients cannot get to Fall River for the classes held there, nor can they find transportation to jobs out of the area. The Career Center staff continues to collaborate with David Sullivan (MA DCS), the Bristol County Sheriffs Department, and State and Federal parole Boards. Efforts to identify and educate employers who are willing to hire job seekers with significant barriers are difficult at best. The CC has worked with Chris Foster, job developer for the State's re-entry program, and this has resulted in identifying new employers able to hire ex-offenders. One problem is that even when the Career Center does know who the employers are, they do not wish to be labeled as such. The Career Center also have a number of initiatives targeted at veterans.

**5. Develop a comprehensive marketing package that will complement and/or link to the EDC's efforts to draw new business to the area:** There are plans to work closely with EDC to support the appropriate joint marketing packages and to accurately determine employer skill needs. The WIB's new Business Development Committee will hopefully support that effort.

**6. Develop a comprehensive process for accurately determining employer skill needs and align training programs that match:** The Business Services team has increased activity with employers at the CC to create customized employment needs assessment and to demonstrate CC services. The CC continues to match referrals to employers based upon identified needs. This activity takes considerable time and effort, given that many employers use means other than the CC to fill jobs.

**7. Improve the level of information received from employers during job orders. Better information regarding skills and experience needed, will help identify better matches:** Staff is very experienced in getting the job orders correctly and completely. The Business Services team has increased activity with employers at the Career Center to create customized employment needs assessments .The Career Center will continue to match referrals to employers based on identified needs. They are providing technical assistance to employers in assisting them with web based job order entry. Further, the Career Center formalized their interview process and scored applicants based on their response to the interview questions. The Career Center has found that the current trend is that some employers are going thru Temporary Staffing Agencies to hire employees rather than hiring full-time permanent employees. Improving job order information from employers is critical to appropriate client job matching. Plans are underway to improve this process.

**8. Continue developing strong partnerships and working relationships with economic development resources and educational resources and ITA vendors to create and roll out training programs to meet emerging business needs:** The career Center began a partnership with the Career Resource Center at U. Mass Dartmouth by partnering with the Work'n Serve Job Fair on Campus. The CC will continue to grow this relationship by partnering on future events. The CC completed an initial draft of a Business Services SOP which will standardize job orders for employers. The WIB and NDSI are collaborating with BCC on the WCTF grant to provide courses for incumbent workers within the Advanced Manufacturing Initiative. The CC provided information about CC services to area businesses at the Chamber Business Expo. In Wareham the CC is working closely with the Wareham CEDC to establish emergency transportation funding. There have been a number of other initiatives designed at establishing partnerships and promoting the CC as a key resource in this area.

### **FY08 Youth Program Objectives**

**1. Increase the number of Job Training and Employment Opportunities for Youth:** This area gets a lot of attention, and considerable efforts are made with meaningful results. Staff integration and teamwork have been critical to success. There has been a shift from WIA only providers to expand services. The youth commercials, first introduced last year, have been continued and is viewed by the state as a "best practice." There has been an increase in subsidized employment throughout the school year. The use of "mock interviews" was very successful in preparation for job fairs. The Summer Expo has seen continued growth, 220 in FY '06, 230 in FY '07 and 483 in FY '08. One issue is that these efforts take a considerable amount of effort and require funding. Without funding to support these efforts, the CC may not be able to deliver the same results in the future. There is concern that the CEO fails to understand that the summer programs can't be sustained without additional resources.

**2. Make the Career Center the primary resource for youth seeking education and employment related services:** Youth activities flourish with limited funding; there has been an extraordinary effort by the New Directions Southcoast/Career Center staff. There is now a P-21 Coordinator and a Job Developer onsite at the Career Center to focus on non-WIA eligible youth. The total numbers of non-WIA youth have doubled in 6 months. In addition to WIA, other youth

programs include P-21, YouthWorks, DYS programs, Hope Collaborative, and the Mayors Summer Jobs effort. The Summer program is totally dependent on adding staff. At this time, they state that they cannot take on any new initiatives.

### **FY08 Operational Improvement Objectives**

**1. Utilize New Directions' new status as a 501(c)(3) non-profit to identify funding opportunities not previously available as a city affiliated agency:** New Directions stated that to better utilize their status as a 501(c)(3) to seek funding opportunities, they will need a grant researcher and writer. They currently do not have the resources to adequately perform this function. Several grants were applied for but were not received. They have won a Shannon Grant, looking at Fee for Service opportunities, and collaborating with the WIB on Youth Works, ECCLI, and WCTF. New Directions continues with development of a Business Plan to identify increased opportunities for financial independence. They also have a plan to seek specific funds from the Performance Incentive Fund to further their grant activity.

**2. Provide better local LMI information to ITA customers so training choices result in training related hires in industries and occupations identified as high growth:** Labor Market Information tracking is critical to supporting the business community in their workforce needs. In addition to the State produced documents, New Directions Southcoast has developed a monthly LMI report using local resources. The staff will continue to collaborate with the WIB, Commonwealth Corporation and DCS on new LMI data opportunities.

**3. Continue with efforts to expand training choices through enhancement of relationships with education and other training organizations:** There continues to be a limited number of vendors in our area. Transportation out of area remains a challenge for many. That being said, the CC is working with vendors to identify ways to match job seeker needs with the appropriate training. This need is further driven by lack of ITA training dollars. Discussion at Vendor and Partner meetings help to identify needs and opportunities.

**4. Continue efforts to make vendors more accountable through contract modifications and improved communications:** There are ongoing efforts to modify contract language to make the vendors more accountable. The current problem is that contract language is often not specific enough. The WIB is auditing vendors on a regular basis and is dealing with issues as they arise.

**5. Utilize feedback from employers to develop skills related trainings that meet employer needs:** See Business Services section for discussion of efforts in this area.

**6. Explore common methods to measure effectiveness of Career Center and Partner relationships in furthering job seeker and employment services:** This topic was explored in depth during the Partner and Vendor focus of the Charter Review. This is an ongoing topic at Partner and Vendor meetings convened by the CC.

**7. Continue to explore ways to address methods to improve the low literacy levels, lack of English speaking ability and computer jobs of job seekers in their skill field.** To address FY 2008 operational improvements, the Career Center has increased its ability to provide basic computer literacy training for the increased numbers who do not possess this skill. With this in mind, the Career Center developed a curriculum for a basic workshop and re-assigned a GED Assistant to teach the class utilizing the resource room.

From September 2007 to date, there have been 82 participants in these new computer classes. They have added afternoon classes to service this need and leveraged resources through cross training and reassigning staff.

**8. Better define our internal processes and definitions for determining if a customer should get access to ITA training dollars, and develop a marketing strategy that supports the process:** Efforts to expand training choices have produced 10 exclusive ITAs, initiated a certified Customer Service Specialist Program at Southcoast, and started open enrollments for PC skill specialist classes at SER-Jobs. In addition, the Career Center held a Vendor meeting and discussed opportunities to meet particular customer needs. New Directions Southcoast/WIB is participating with other areas and DCS in a Workbench program that focuses on connecting higher education to certificate-type needs of job seekers. The focus of this effort is a pilot program with veterans. The Career Center has created a new ITA exclusion pool of money to provide short-term upgrades or enhancements for Title I customers. These courses allow customers to reach a higher level of skill quickly and at less expense than a full ITA type course and qualify them for jobs.

**9. Accelerate needs assessment and support of the resource room users:** The Career Center will continue to evaluate the Resource Room assistance process. They have plans to purchase assessment software for the Resource Room to increase the ability of the center to determine the job readiness of their customers. In addition they have identified upgrades in computer equipment.

### FY 2008 Miscellaneous Issues

The issue of staff morale was raised in several arenas. Clearly, the issues of significant increases in customers without any increases in resources, customer attitudes and barriers, changes in New Directions Southcoast's vacation policies, and a disconnect between the Mayor's perception of what happens at the Career Center and the reality, are all factors in the day to day operation. Although no formal employee survey has been conducted, it is evident in daily interactions that staff is negatively impacted.

Carl Waal voiced concern that more customized services are depleting resources. More client barriers, more clients needing services, no jobs and lack of skilled clients is creating a perfect storm. The Lead Operator asks for understanding with their reluctance to take on new initiatives. The rescissions are going to hit the Career Center hard. The question is what goes first?

The meeting ended with congratulations to the entire staff of the Career Centers for a job well done. The Chair instructed the WIB Director of Operations to develop a draft of the Charter Review to be subsequently reviewed by the Charter Review Working Group. The Chair is planning to present the Charter Review findings at the next Finance and Performance Measurement Committee, as well as the next Executive Committee Meeting, both scheduled for March 6<sup>th</sup>.

# Computer Lab Survey

Thank you for taking the time to complete this survey by New Directions Southcoast, Inc. Let us assure you that this information is strictly confidential and will only be used to evaluate our programs and systems to better serve our clients. Your honest responses and comments (good or bad) are encouraged. Please take 5 minutes of your time to complete this survey. Thank You.

\* 1. What part of the course did you find most helpful?

Intro to WINDOWS

WORD

EXCEL

ALL PARTS

\* 2. Were the materials used in this course beneficial and easy to understand?

NOT AT ALL

SOMEWHAT

ABSOLUTELY

VERY MUCH SO

\* 3. Did you receive the attention you needed from this instructor?

NOT AT ALL

SOMEWHAT

ABSOLUTELY

VERY MUCH SO

\* 4. Were you given enough opportunities to ask questions and were those questions answered to your satisfaction?

NOT AT ALL

SOMEWHAT

ABSOLUTELY

VERY MUCH SO

\* 5. How beneficial was this workshop to you?

NOT AT ALL

SOMEWHAT

ABSOLUTELY

VERY MUCH SO

\* 6. Would you recommend this workshop to others?

NOT AT ALL

SOMEWHAT

ABSOLUTELY

VERY MUCH SO

7. Please feel free to make comments, good or bad, regarding your experience with this class. Thanks you

# Case Manager Survey

Thank you for taking the time to complete this survey by New Directions Southcoast, Inc. Let us assure you that this information is strictly confidential and will only be used to evaluate our programs and systems to better serve our clients. Your honest responses and comments (good or bad) are encouraged. Please take 5 minutes of your time to complete this survey. Thank You.

\* 1. At which location did you receive these services?

\* 2. I was treated professionally and courteously by the staff.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 3. I was referred to, or enrolled in, the appropriate services in a timely manner.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 4. I received enough individual attention while working at my career exploration.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 5. I understand and know how to access the resources available to me at this facility.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 6. I understood the information presented to me at Orientation.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 7. Would you recommend our services to others?

 Yes

 No

\* 8. The materials presented to me were understandable and easy to read.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 9. I understood the process for requesting training as it was presented to me.

 Strongly Agree

 Agree

 Disagree

 Strongly Disagree

\* 10. Did the vendors you researched provide you with timely, understandable information?

 Yes

 No

\* 11. Did the vendors you visited provide job search/job placement services?

 Yes

 No

12. Please provide any comments or suggestions.

## ABE/GED Survey

Thank you for taking the time to complete this survey by New Directions Southcoast, Inc. Let us assure you that this information is strictly confidential and will only be used to evaluate our programs and systems to better serve our clients. Your honest responses and comments (good or bad) are encouraged. Please take 5 minutes of your time to complete this survey. Thank You.

\* 1. I was treated professionally and courteously by the staff.

Strongly Agree

Agree

Disagree

Strongly disagree

\* 2. I found the course challenging.

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 3. I received enough individual attention during my training.

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 4. I have learned to think critically when I am solving a problem.

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 5. The instructor's style of teaching held my interest.

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 6. The Instructor teaches the appropriate material for the exam(s).

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 7. The study materials were understandable.

Strongly Agree

Agree

Disagree

Strongly Disagree

\* 8. The Instructor was adequately accessible during office hours and after class.

Strongly Agree

Agree

Disagree

Strongly Disagree

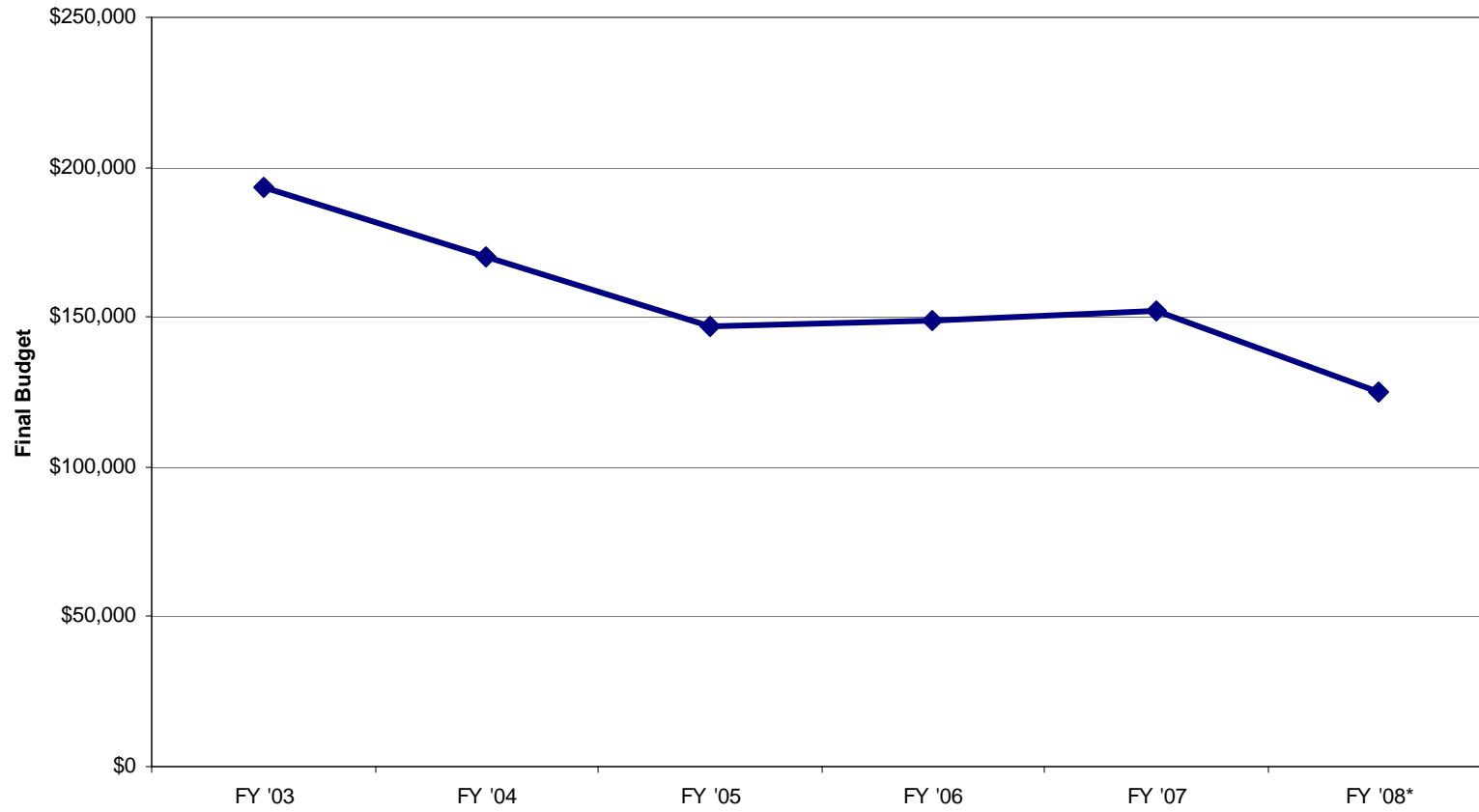
\* 9. Would you recommend our services to others?

Yes

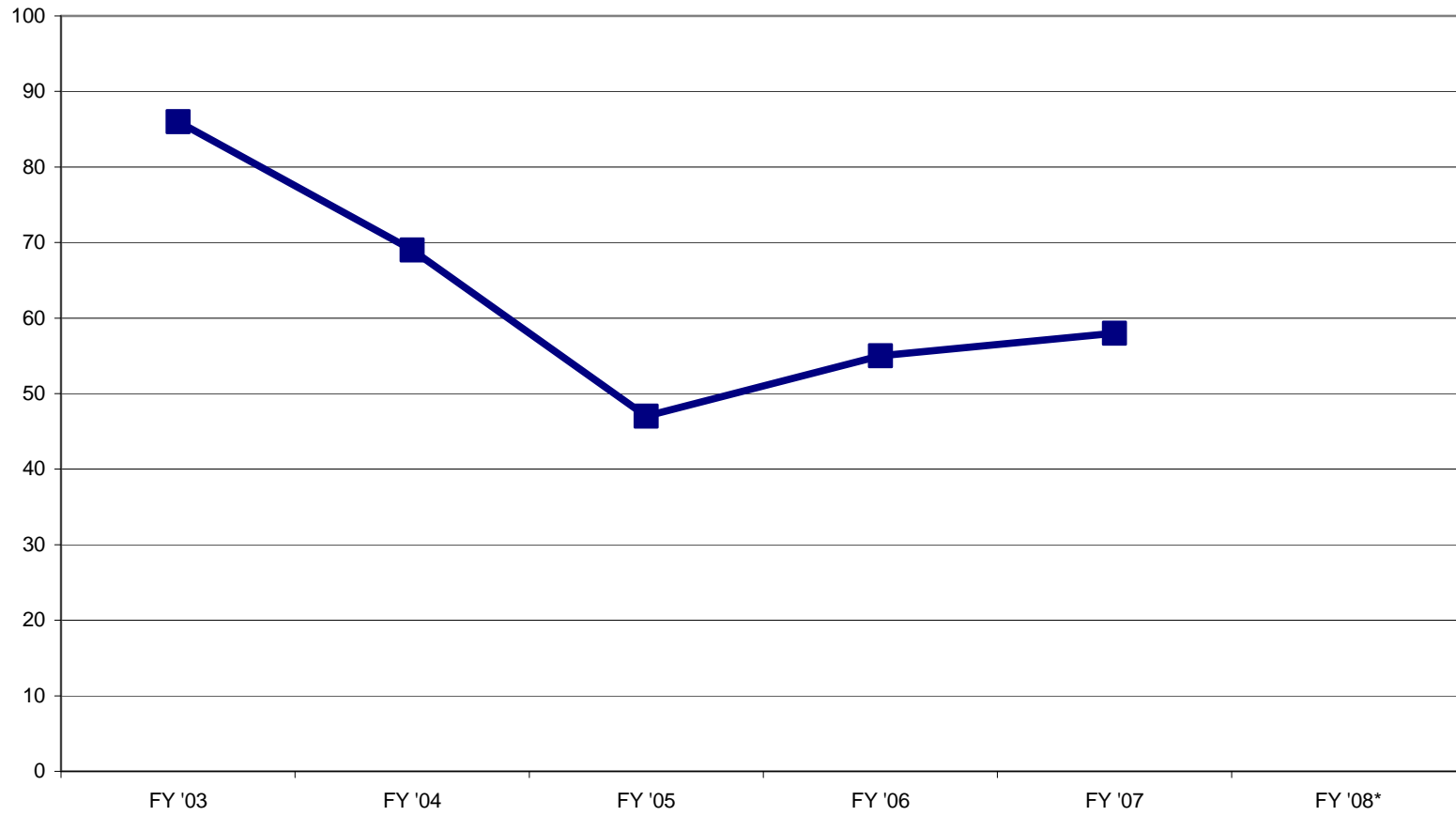
No

10. Please feel free to add a comment (good or bad) to help us better serve you.  
Thank You

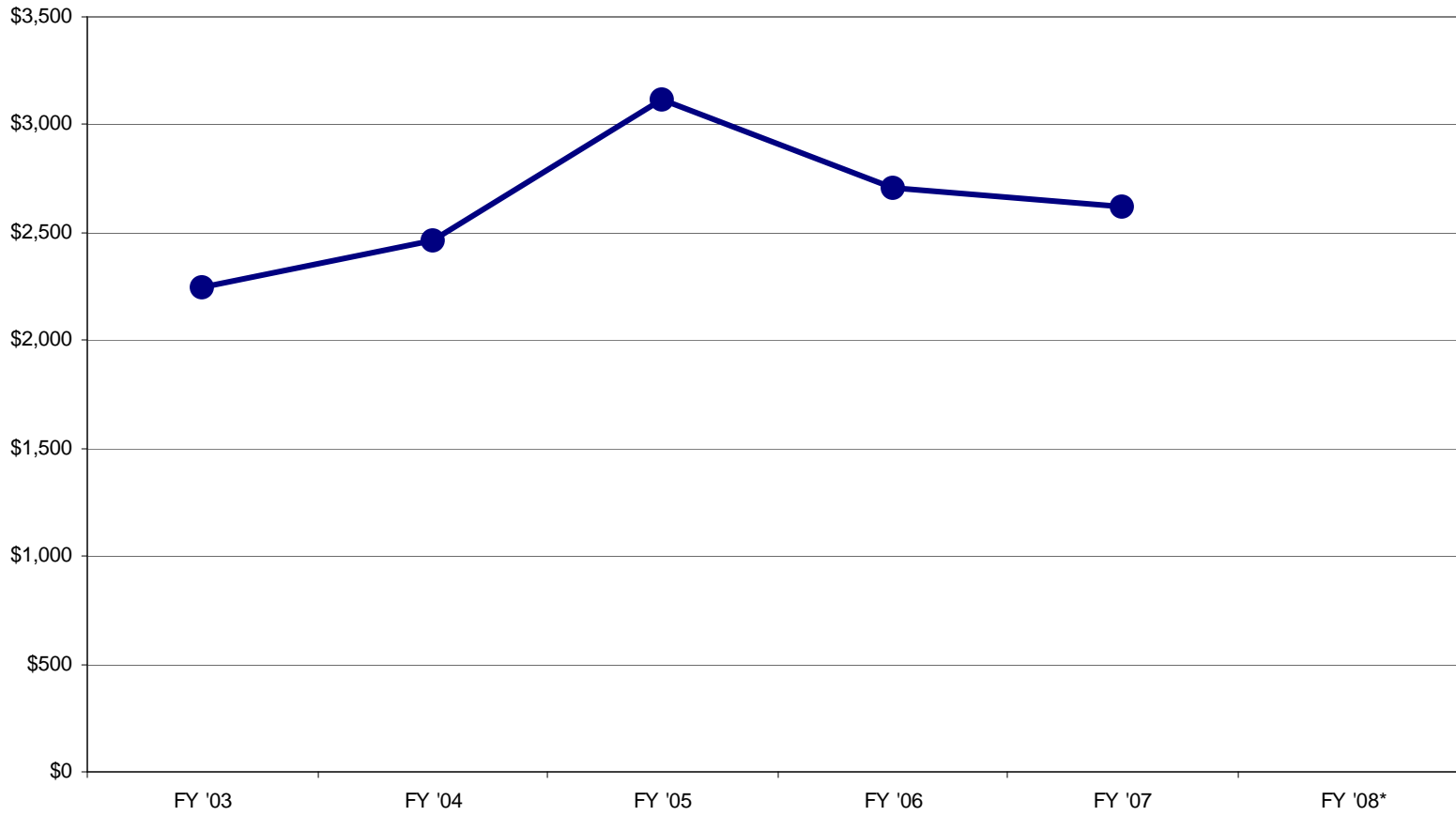
Adult Worker ITA



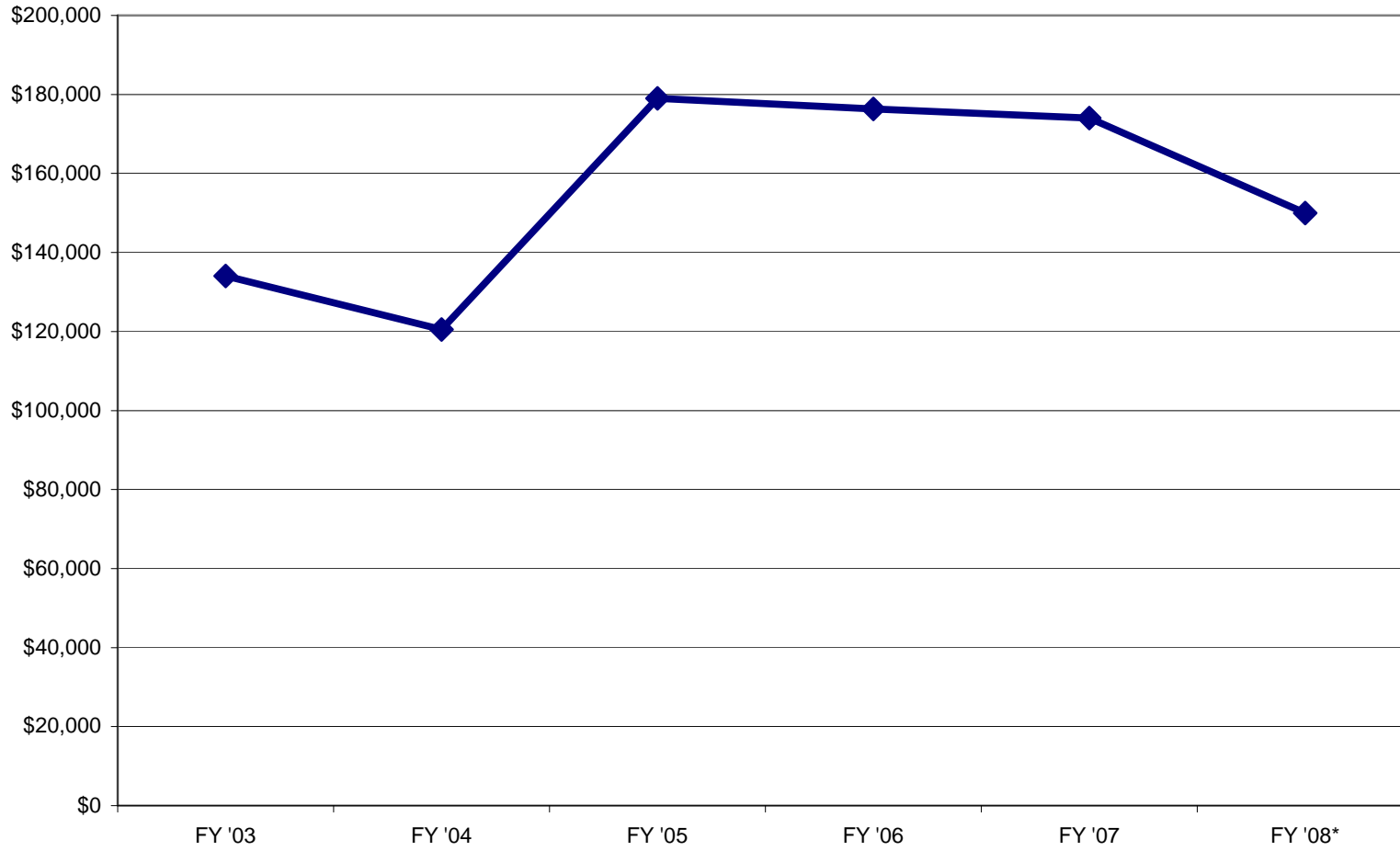
Adult ITA Served



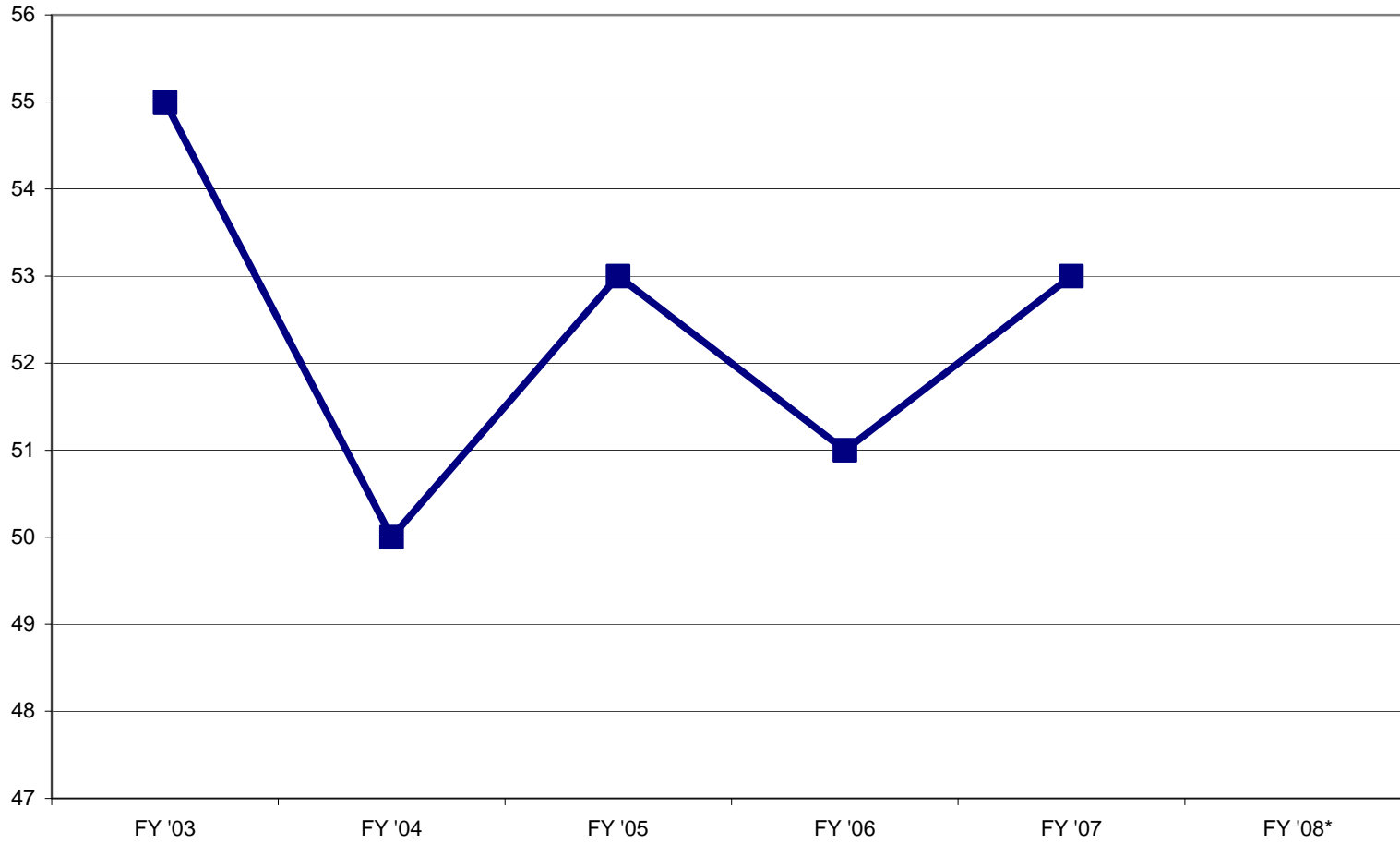
Adult ITA DATA



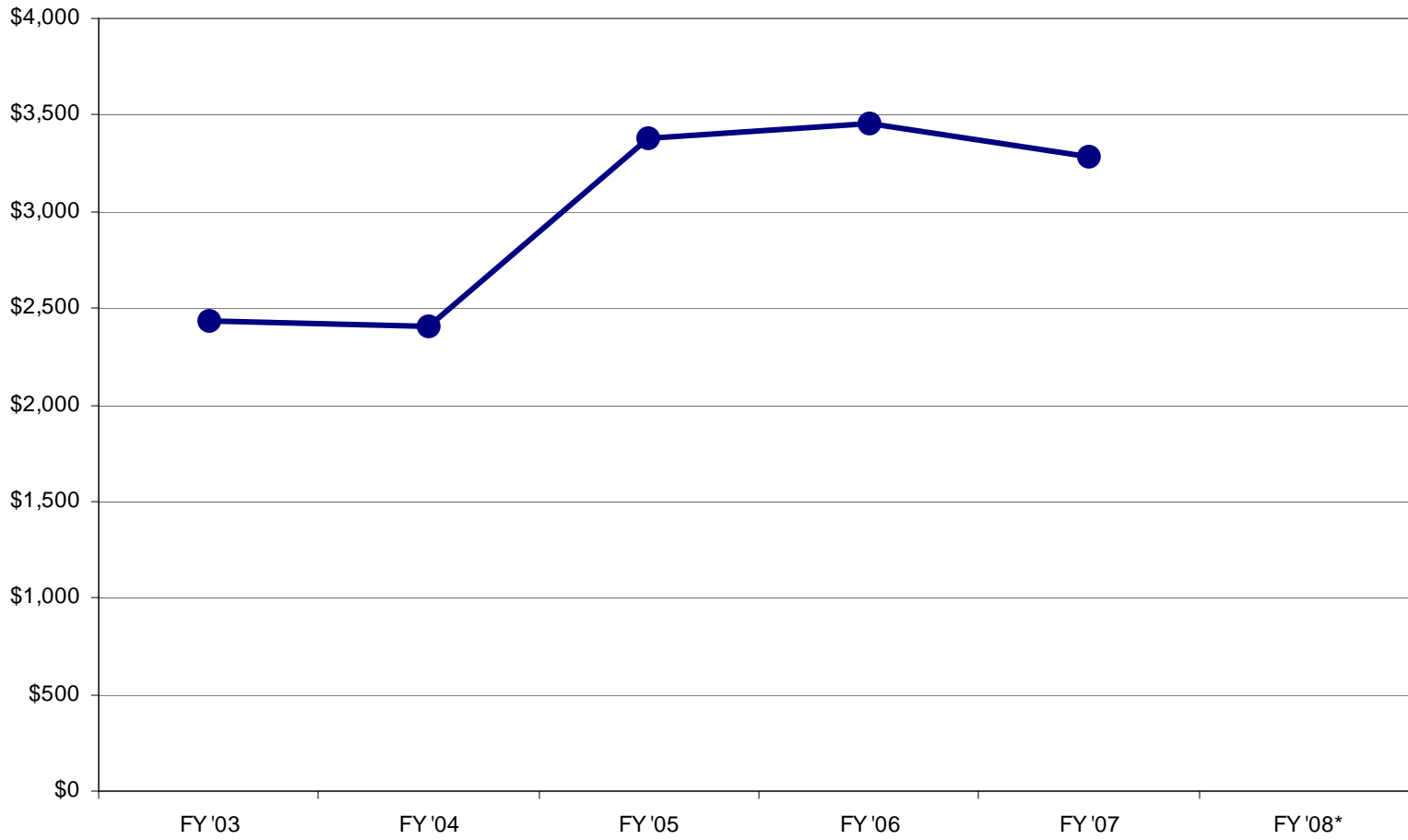
Dislocated Worker ITA Budget



Dislocated Worker ITA Served



Dislcoated Worker ITA DATA



# ATTACHMENT H

## Vendor Letter

Name  
Address

Dear Vendor:

As the Chair of the Greater New Bedford Workforce Investment Board's (GNBWIB) Performance Measurement Committee, I want to thank you for your work in providing valuable training to those most in need within our workforce development system.

Your contributions to the customers seeking training support the business needs of our community and provide a future of self sustainability.

As you may know, the lead operator of the New Bedford and Wareham Career Centers is New Directions Southcoast, Inc. (NDSI). The GNBWIB has a Charter agreement with NDSI, and each year the Performance Measurement Committee is tasked with performing a Charter review to determine the success and/or problem areas that relate to the expectations listed in the agreement.

This year the Committee has targeted the Partner and Vendor relationships with the Career Centers as a focus of the FY 2008 Charter Review. The Career Center recently held a Vendor's meeting, at which time we were able to learn a great deal about the collaboration present and the areas that need attention.

As an additional step to finalize our review this year, the Committee has selected a sampling of the partners and vendors to meet with to discuss some broader workforce development issues. You have been selected as one of those vendors to be interviewed.

To expedite the process, we are recommending November ?? at ?? o'clock for our meeting at your worksite. If this date and time is not convenient for you, please notify Annie Massicotte at the GNBWIB at [amassicotte@gnbwib.org](mailto:amassicotte@gnbwib.org) or call 508 979-1504. Please invite anyone from your staff that you feel can participate in the discussion.

I, or another member of the Performance Measurement Committee, and a member of the GNBWIB staff look forward to meeting with you.

Sincerely yours,

Michael Kramer  
Chair, Performance Measurement Committee

# Attachment I

## Partner Letter

Name  
Address

Dear Partner:

As the Chair of the Greater New Bedford Workforce Investment Board's (GNBWIB) Performance Measurement Committee, I want to thank you for your continued partnership with the workforce development system.

Your contributions to the customers seeking services help to make the One-Stop concept a reality.

As you may know, the lead operator of the New Bedford and Wareham Career Centers is New Directions Southcoast, Inc. (NDSI). The GNBWIB has a Charter agreement with NDSI, and each year the Performance Measurement Committee is tasked with performing a Charter review to determine the success and/or problem areas that relate to the expectations listed in the agreement.

This year the Committee has targeted the Partner and Vendor relationships with the Career Centers as a focus of the FY 2008 Charter Review. The Career Center recently held a Partner's meeting, at which time we were able to learn a great deal about the collaboration present and the areas that need attention.

As an additional step to finalize our review this year, the Committee has selected a sampling of the partners and vendors to meet with to discuss some broader workforce development issues. You have been selected as one of those partners to be interviewed.

To expedite the process, we are recommending November ?? at ?? o'clock for our meeting at your worksite. If this date and time is not convenient for you, please notify Annie Massicotte at the GNBWIB at [amassicotte@gnbwib.org](mailto:amassicotte@gnbwib.org) or call 508 979-1504. Please invite anyone from your staff that you feel can participate in the partnership discussion. We anticipate that the meeting should take no more than one hour.

I, or another member of the Performance Measurement Committee, and a member of the GNBWIB staff look forward to meeting with you.

Sincerely yours,

Michael Kramer  
Chair, Performance Measurement Committee