

Metro North Regional Employment Board Board Meeting

March 15, 2017
8:30-10:00am

Metro North REB, 186 Alewife Brook Parkway, Suite 216, Cambridge, MA

Present: Sandra Smith (Chair), Lisa Amaya Price (Vice Chair), Carson Burrington, Reed Brockman, Rick Laferriere, Janice Philpot, Rose Lydon, Karen Sampson Johnson, Sue Walsh, Diane Hurley, Antonio de la Serna, Richard Dalton, Debra Jacobson, Kambiz Maali, Brian Murray, Valerie Sutton, Michael Cosgrove

Absent: Robert Jones, Kerry Wollner, Mary Tighe, James Donovan, Steven Sullivan, Madeline Hoffman, Joanna Dowling, Danny LeBlanc, Larissa Schelkin

REB Staff: Sunny Schwartz, Robin Dion, Peter Farkas, Michael Hatfield, Chris Albrizio-Lee, Meelynn Wong, Yuqing Lu, Dwayne Hull, Melora Rush

MINUTES

Agenda Topics	Major Discussion Points	Next Steps (Who, what, by when)
<p>Welcome and Introductions of New Board Members</p>	<ul style="list-style-type: none"> • Sandra Smith welcomed the following new REB members who were present and introduced themselves: <ul style="list-style-type: none"> ○ Michael Cosgrove, Regional Vice President, WinnResidential. Thanks to Danny LeBlanc for recruiting him. Mike has worked in Cambridge for 15 years. He manages low income housing, so when he learned about the work of the career centers, he realized being on the REB Board was a great fit. ○ Brian Murray, Senior Director, Global Real Estate and Facilities, Akamai. Thanks to Antonio de la Serna for recruiting him. Brian works on the Corporate Real Estate Team which is a part of Human Resources and focuses on employees. Akamai is in Kendall Square and it is growing, adding hundreds of jobs over the next few years. Akamai is also very focused on community. Workforce development is an important part of Akamai culture. • Sandra announced the appointment of Dick Dalton as the Treasurer of the REB. Dick is a REB Member and serves as the Greater Boston Regional Director for the MA Office of Business Development. In November, the Executive Committee reviewed the makeup of the Board and wanted to ensure we have financial expertise represented in members. We asked members to nominate members 	

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	<p>with fiscal management. Dick Dalton stepped up and said he has served as a CFO of a publicly traded company and has an MBA and would be happy to lend his expertise. Dick served on the career center review team to provide a financial analysis of the bidders. Sandra thanked Dick for stepping up.</p> <ul style="list-style-type: none"> • Melora Rush was introduced as the new Executive Team Assistant. Melora introduced herself as an active member of Somerville's community, a former PTA President at East Somerville Community School and a current member of the Board of Directors of The Welcome Project. She is excited to be working at the REB. 	
<p>Review and Approval of minutes from December 2016 meeting</p>	<ul style="list-style-type: none"> • Sandra Smith requested a motion to approve the minutes of the December 13, 2016 REB meeting. The notes of the December 13, 2016 REB meeting were unanimously approved as presented. 	
<p>Vote on WIOA Youth Procurement Postponement</p>	<ul style="list-style-type: none"> • Reed Brockman, Youth Council Chair, presented on the need to postpone the WIOA Youth Procurement process by one year to FY19. There is no WIOA requirement that the procurement be done for FY18. DCS has approved postponement but indicated that the REB needs to vote on the change. • Sandra Smith requested a motion to approve the postponement of the WIOA Youth Procurement by one year to FY19. The postponement was unanimously approved with no objections. 	<ul style="list-style-type: none"> • The Youth Council, chaired by Reed Brockman, will lead a WIOA youth provider procurement for FY19 releasing an RFP in FY18.
<p>Vote on Strategic Plan</p>	<ul style="list-style-type: none"> • Sandra Smith pointed to the strategic plan summary for fiscal year 2017 – 2020 and noted that all comments and edits from the December 2016 Board Meeting had been incorporated. • Sandra requested a motion to approve the Strategic Plan. The Strategic Plan was unanimously approved with no objections. 	
<p>Vote on Bylaws</p>	<ul style="list-style-type: none"> • Lisa Amaya Price, chair of the Bylaw Task Force Committee, reviewed the changes to the draft REB bylaws that were made based on discussion at the December REB meeting. She pointed to a summary in the Board packet. She noted that 1) the Bylaws needed to be updated to meet WIOA requirements and for the REB's workforce board recertification and 2) the Bylaws were reviewed by an attorney who is familiar with workforce boards. Recommendations from the attorney were incorporated in the bylaws. Some of the items that were clarified were: <ul style="list-style-type: none"> • Distinction between Members, Officers, and Board of Directors. • Change in makeup of the Executive Committee. 	<ul style="list-style-type: none"> • Sandra, Lisa, and the Executive Committee will make a plan for transitioning the REB structure as outlined in new bylaws.

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	<ul style="list-style-type: none"> • A question was asked about quorum for Executive Committee. Answer: The bylaws include a 51% quorum for all bodies—Members, Board of Directors, and Executive Committee. • Sandra thanked Lisa, Danny Le Blanc, Steve Sullivan and Cheryl Scott for their work on the bylaws. • For recertification purposes, the Bylaws will be sent to the Department of Career Services in March. The Bylaws will be effective July 1, 2017. The shifts to an expanded Board of Directors will occur by July 1. • Lisa requested a motion to approve the Bylaws. The Bylaws were unanimously approved with no objections. 	
REB Committees	<ul style="list-style-type: none"> • Sandra Smith announced that the Executive Committee has been discussing the committee structure of the REB. The conversation is ongoing, so there will more to come. Two things have been decided: <ul style="list-style-type: none"> • The REB is instituting a Finance Committee. The charge of the committee will be to manage the fiscal affairs of the REB, prepare the budget for approval, provide fiscal recommendations, and review the REB’s audit. Dick Dalton, as our treasurer will chair the committee. Executive Committee members Sue Walsh and Lisa Amaya Price have agreed to serve on the committee. Please let Sandra or Sunny know if you would like to join the committee. • The Executive Committee would like a private sector Chair or Co-Chair on each committee. Thus, the committee that oversees career center operations and funding needs a private sector co-chair as well as the committee that oversees disability employment access. If you are interested in co-chairing a committee, let Sandra or Sunny know. • Karen Sampson Johnson, Chair of the Metro North Committee for Inclusive Employment Services, said the Committee meets roughly quarterly. • Sue Walsh, Chair of the committee that oversee career centers and funding, indicated the committee meets as needed throughout the year. • Both Karen and Sue indicated they welcome a private sector co-chair. 	<ul style="list-style-type: none"> • Members interested in joining the Finance Committee will let Sandra or Sunny know. • Private sector members interested in serving as co-chair of disability or career center committee will let Sandra or Sunny know.
Executive Director Report	<ul style="list-style-type: none"> • Executive Director, Sunny Schwartz, referred Members to full Executive Director Report in packet. • Sunny provided a summary of the following highlights from the report: <ul style="list-style-type: none"> • New Member Orientation was held on March 9, 2017. New members Michael Cosgrove, Brian Murray, Rick Laferriere, and upcoming new member Allen Boyer attended, as well current member Dick Dalton. If Members want a copy of the Orientation packet, please let Sunny know. • Allen Boyer, Business Manager of Local 151 will be joining the REB as one of the union representatives. He was nominated by the AFL-CIO and is going through the appointment process. 	

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	<ul style="list-style-type: none"> • Sunny thanked Pete Farkas for his work on the Career Center Procurement over the last few months. • Chris Albrizio-Lee updated the Members on grant applications: <ul style="list-style-type: none"> • The REB submitted a grant proposal for youth career initiatives to Bank of America, focused on career awareness for youth and reaching into private sector for youth jobs. • Chris updated the Members on Wynn Casino development related grants. Two grant proposals submitted: <ul style="list-style-type: none"> • Mass Gaming Commission, 2017 Community Mitigation Fund Workforce Development Pilot Program, \$200K for workforce development. The Gaming Commission will award one grant for Wynn and one for MGM in Springfield. The REB put together a consortium of five cities all of whom will have a casino career advisor as well as new culinary arts training in the region for FY18. We were the only applicant in region to apply for these funds. The REB will be notified in June about funding. • Grant application to the Workforce Competitiveness Trust Fund from Commonwealth Corporation also focuses on culinary arts. It is very specifically targeted for long term unemployed, targeted populations. The REB has partnered with CONNECT to help out with outreach, recruitment and ESOL needs and NECAT for the occupational training for the future Wynn casino and other employers. This is a highly competitive grant process. • Chris updated the Members on new FY17 Grants Awarded since last meeting: <ul style="list-style-type: none"> • \$18,000 grant from DESE to fund STEM Career Vocational Technical Education program. Funds a partnership with Northeast Metropolitan Regional Vocational High School that serves the northern part of our region with a focus on STEM career awareness activities targeted at the school's female students. • \$5,000 grant from MassDevelopment to provide the fifth round of Amp It Up funding. This is the 4th year in a row that the REB has been awarded this grant which focuses on advanced manufacturing career awareness activities targeted at the region's youth. • Private Funder- \$120,000 grant for the Retention Services Project- The REB will partner with both Metro North career centers and the North Shore career center to implement post-placement retention services and support for participants of the WIOA Adult and Dislocated Worker programs. The goal is to increase job retention rates over a two-year period and increase career advancement goals. • Sunny briefed the Members on meetings she had this Quarter. Sunny reiterated that it 	

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	<p>is a great accomplishment that the Gaming Commission proposal included partnership and match from 5 cities.</p> <ul style="list-style-type: none"> • Highlighted Meetings: <ul style="list-style-type: none"> ▪ Cambridge City Manager, Louis DePasquale and leadership of Cambridge human services and workforce development, including Ellen Semonoff, Susan Mintz and Sue Walsh. ▪ Senator Jason Lewis, Co-Chair, Labor and Workforce Development, visited The Career Source and Sunny also met with him at the State House. ▪ Representative Paul Brodeur, Co-Chair, Labor and Workforce Development ▪ Mayor of Revere, Brian Arrigo. Relatively new mayor, interested in engaging in workforce development activities including reinvigorating Revere's summer jobs program and including private sector employers. • Question: How is engaging the private sector in youth jobs being coordinated with community efforts? How can we make most of private sector engagement? Reed answered – The Youth Council has been talking about how to engage the private sector more in hiring youth, and we are coordinating efforts among members. The goal is get private sector more engaged in hiring youth. 	
<p>Vote on Career Center Procurement</p>	<ul style="list-style-type: none"> • Sandra asked the Review Team members to raise hands and be recognized. She thanked them for the many hours spent on the review process. • REB Members received the memo from the Review Team that had been e-mailed previously. • Presentation by Sue Walsh, Reed Brockman and Valerie Sutton, members of the Review Team: • Sue discussed the requirements for the review process: <ul style="list-style-type: none"> • Change from WIA to WIOA required that we go through a procurement process for career center operators. The REB was charged with creating a request for proposals that articulated the vision of the Metro North REB, asking how we would want our career centers to function. It was a long and thoughtful process. The RFP was issued on October 5, 2016. • The REB is charged to select qualified operator under WIOA and the RFP highlighted these priorities: <ul style="list-style-type: none"> ▪ Employer driven employment services. The RFP indicated that the operator needs to provide demand driven services led by employment priorities and hiring needs. ▪ Employer driven vision, customer access, aligning the pipeline with goals, and maintaining our commitment to individuals with 	<ul style="list-style-type: none"> • Sue Walsh will convene the Joint Career Center/PFO Committee to discuss negotiations with career center operator.

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	<p>barriers to employment were all incorporated into the RFP. We want to maintain access, both “brick and mortar” access and an environment that uses creative ways to provide all customers with good access to services. Finally, we thought about innovation across all those areas and priorities. Two proposals were received: Middlesex Community College and ResCare Workforce Services.</p> <ul style="list-style-type: none"> • Reed reviewed the process of selection between the two proposals: <ul style="list-style-type: none"> ○ Proposals were received on January 10. ○ On January 13, the Review Committee was trained by REB Staff and the Chair of the Joint Committee, Sue Walsh, on how to review the proposals and the priorities agreed upon by the Joint Committee and the REB for an operator. ○ On January 27th the Review Committee met for initial, detailed discussion of the written proposals and developed a list of supplemental questions to ask applicants. ○ On February 3, the Review Team made reference calls for both applicants. Detailed conversations were held with all references. ○ On February 7, in person interviews were conducted with both applicants at the REB. ○ On February 13, the Review Committee met to discuss the interviews and process to date. A straw poll vote was conducted with 7 for ResCare, 2 for Middlesex, 1 undecided and 1 voting for neither. <ul style="list-style-type: none"> ○ A second list of supplemental questions was developed for applicants. ○ Based on the straw poll results, with a majority of committee members voting for ResCare, the review team decided to visit a ResCare Career Center in order to do due diligence before making the final recommendation to the full Board for ResCare. Several review team members and staff visited ResCare in New York on February 27. ○ On March 2, phone interviews were conducted with both applicants to discuss answers to the final set of supplemental questions. ○ Also on March 2, after the due diligence of the Review Committee, the Review Committee took a formal vote, ultimately with 9 members voting to recommend ResCare and 3 members voting to recommend Middlesex to be awarded the Metro North one-stop operator contract. • Following this report from the Review Committee, REB Members were given time to review the memo prepared by the Review Committee. 	

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	<ul style="list-style-type: none"> • Valerie reviewed the rationale for the recommendation from the review committee to select ResCare as outlined in the memo to REB members based on the review criteria: <ul style="list-style-type: none"> ○ Demand driven model services: ResCare presented many examples of demand driven services. Middlesex does not currently operate on a demand driven model and there were concerns about whether they could adjust to the new model. ○ Technology: ResCare has existing technology tools to service different clientele. Middlesex does not have existing tools. ○ Staff training, metrics: ResCare had specific staff training model and metrics. ○ Both showed that they worked with job seekers well. ○ Oversight: Both demonstrated solid knowledge of workforce development. ResCare’s structure includes layers of supervision by people who are experts in workforce development in addition to national staff who work on technology, customer engagement, and service delivery. ○ Finances: Dick Dalton looked at the financials of both institutions and assessed both to be financially stable. • REB Members then engaged a discussion including the following points/questions: <ul style="list-style-type: none"> ○ The REB’s history of use of a competitive model with our centers. ○ Eight potential operators came to the bidders’ conference. Five letters of intent to apply were received. Two proposals were received. ○ All Workforce Boards were required to procure the career center operator this year. ○ Length of time ResCare has been operating workforce development services? Answer: Over 20 years. ○ Under WIOA, the REB will need to do lead a procurement for the career center operator every 4 years or sooner. ○ Other workforce boards across the state underwent or are going through a similar process. ○ Question about if the real time labor market tool that ResCare utilizes would speak to the Greater Boston market? Answer: ResCare looks at hiring websites for the region which is inputted into their job matching algorithm so local data is included. ○ Question about what is involved in ResCare’s customer service training? Answer: ResCare uses the Disney model of employee training. Employees are trained in culture, behaviors, self-regulation management to function well in culture, including a commitment to a high level of 	

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	<p>customer satisfaction. Disney model tends to employ from within and hire people who live and work in the community served, which is what ResCare does.</p> <ul style="list-style-type: none"> ○ Members asked for a review of the appeal process which was relayed. ● After motion made, a vote on the Review Committee’s recommendation was conducted with the following results: <ul style="list-style-type: none"> ● 14 AGREED with the recommendation of the Career Center Procurement Committee to select ResCare as the One-Stop Operator, ● 3 did NOT AGREE with the recommendation of the Career Center Procurement Committee to select ResCare as the One-Stop Operator, and ● 0 abstained. 	
<p>The WorkPlace (CT) Presentation of Site Visit</p>	<ul style="list-style-type: none"> ● Sandra reported that she and four REB staff members visited The Workplace in CT on February 24, and Carson called in for part of the meeting to learn about how a large workforce development board functions. ● The WorkPlace is in Bridgeport CT, has a multi-million dollar budget and over 100 staff members. ● Those who visited shared highlights of their impressions: <ul style="list-style-type: none"> ● Vision and marketing as a national leader in moving people into the middle class. ● Fundraising from corporations and individuals in community. ● Provide many services beyond WIOA. Core funding is \$5M. But the overall budget and staff has grown over time. ● Mobile career center that is well equipped. ● Co-location and close relationships with other related services: such as transportation, childcare, food assistance, dress for success/suit closet, ex-offender father/family support. ● Use of endowment funds including researching probate court documents to get into wills/planned giving. ● Privately funded scholarship fund to supplement public dollars for job training. ● Focus on innovation and providing rewards to staff for out of the box thinking. ● Holistic approach - Not just skills development and job placement but address all barriers one may face to self-sufficiency. ● Advocacy efforts and ability to react to local issues. ● National programs such as one focused on long-term unemployed. ● For- profit staffing agency which supports the nonprofit mission. 	<ul style="list-style-type: none"> ● Sandra will lead a discussion with the Executive Committee on REB vision and report back to REB members for discussion.

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	<ul style="list-style-type: none"> • Sandra would like to see the Metro North REB articulate our vision and marketing strategy. She will lead a discussion on this topic with the Executive Committee and then bring back to the full Board. 	
	<p>Documents used at meeting:</p> <ul style="list-style-type: none"> • Agenda • December 2016 Meeting Notes • New REB Member Bios • Strategic Plan Summary • Bylaws Summary • Executive Director Report • Grants List • Current REB Program and Funding Chart • Committee Reports <ul style="list-style-type: none"> ○ Retail Advisory Council ○ STEM Leadership Committee ○ Youth Council • Career center review team memo to REB Members 	<ul style="list-style-type: none"> •