

Memorandum of Understanding (MOU)

Dallas Area Workforce Collaborative

This MOU is executed between **Community Council of Greater Dallas, Inc.** and the member agencies participating in the ***Dallas Area Workforce Collaborative (or the Collaborative)***. They are collectively referred to as the “Parties” to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding: (1) the operation and management of the Dallas Area Workforce Collaborative, and (2) specific uses and expectations regarding the Opportunity One workforce LMS platform and career community.

The Key Objectives, Systems, Structure, Terms and Conditions, outlined herein reflect the commitment of the Parties to their job seeker and employer partners, as well as to the overall Dallas Area Workforce Collaborative.

INTRODUCTION

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers must move faster and more efficiently in order to stay ahead of (or at least keep up with) competitors. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

The ***Collaborative*** seeks to establish a system that stands in stark contrast to the “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and employer services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of this Memorandum of Understanding (MOU) is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Dallas Area create a seamless, client-focused Job Center network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase client access and performance outcomes.

KEY OBJECTIVES OF THE COLLABORATIVE

Responding to requests from community leaders and a number of social services organizations in the Southern Sector, the Dallas Area Workforce Collaborative was formed, with Community Council serving as a backbone organization. The Collaborative leverages the capacity of member agencies to address individual training needs and provide customized participant supportive services that lead directly to job placement and retention in middle-skilled jobs in high growth industries.

The **Collaborative** aims to establish an entry path for low-skilled, unemployed and/or underemployed workers into high-demand industries including, but not limited to: Information Technology (IT), Advanced Manufacturing, Logistics/Warehouse Distribution, Construction, Transportation and Basic Peace Officer Training. The goal is to not just get clients employed, but to get clients into a career path with entry-level salaries well-above a living wage with benefits, therefore moving them out of poverty and into a high-demand field in which they can continue to advance and support a middle-income or better lifestyle.

The **Collaborative** will pursue the following evidenced-based methodologies:

1. Utilizing career assessments to identify pathways for economic mobility
2. Delivering entry level and middle-skills training assistance
3. Removing barriers through basic needs assistance
4. Providing individual coaching and wrap around services
5. Providing post-employment support services

The **Collaborative** support structure has these primary goals:

1. Community Asset Mapping
2. Data-Sharing and Database Management
3. Cross-Agency Referral Process
4. Case Management Training & Other Capacity Building
5. Increased Outreach to Vulnerable Populations

The backbone infrastructure of The Collaborative utilizes the Opportunity One Pathway to Work platform to support the formation and operation of collaborative partnerships between workforce development providers throughout Dallas. Opportunity One is a project launched in 2018 by Community Council, the Collaborative members, AdvanceNet Labs and other partner organizations to systematically change how individuals from disadvantaged backgrounds access education, engage in the workforce, and continue lifelong learning.

Opportunity One Pathway to Work leverages an award-winning Learning Management System (LMS) and other featured applications to support transformational change in education, workforce training and career-path / living wage employment. In addition to the community-

wide LMS, Opportunity One is launching several Virtual Career Fairs/Expos (VCF) in 2019. For employers, the VCF will feature higher quality candidates, an immersive virtual experience, and an efficient method for recruiting new talents. For job seekers, the VCF will offer access to high quality employers without the need for transportation.

PLANNING, GOVERNANCE & TECHNICAL ASSISTANCE

Planning Group

- The Planning Group (or steering committee) is chaired by Dr. Sharon Blackburn.
- This group will guide the vision, strategy and governance for the efforts.

Working Groups

- The Collaborative has established **six working groups** to serve as operational teams that unite the member agencies in common efforts, and maximize limited resources. All working groups will prepare workplans and report progress against milestone to the Collaborative every 60 days.
- The **six working groups** are as follows:
 1. Communication & Organization
 2. Employer Outreach
 3. Participant Outreach
 4. Case Management
 5. Asset Mapping & Referral
 6. Certifications & Training

Backbone Organization

- As the convener and backbone organization, Community Council will:
 1. Identify needs for capacity building and technical assistance
 2. Support aligned activities and establish shared measurement practices
 3. Develop systems that create continuity of practice for community-based organizations
 4. Advance policymaking and build community support through effective communications
 5. Identify and pursue private and public funding opportunities
 6. Convene additional community-based partnerships to support the needs of the collaborate

Additional Community Participation

- Non-member agency participation is strongly encouraged in the Dallas Area Workforce Collaborative. This includes, but is not limited to: national and local workforce program providers, educational institutions, government agencies, employers and trade organizations, social services providers, and other community partners.



Planning Group

Member Agencies

Working Groups

1

2

3

4

5

6

Backbone Organization

Anchor Institutions &
Community-Based Resources

SCOPE OF SERVICES

The **Collaborative** will meet regularly and maintain workgroups to share best practices in the areas of participant outreach, case management, support/referral/asset mapping, and employer outreach.

- Case managers and career counselors focus on eliminating each participant’s barriers to college completion, employment and advancement through career education, job training, and access to resources.
- All programs address barriers that out of school youth and single parents experience such as: maintaining a work/life balance; managing family responsibilities, especially as caregivers (caring for children or aging parents); affording child care, transportation, and education; and being equipped with professional etiquette and attire for successful job interviews.

Members of the **Collaborative** work together to have warm handoffs for participants if additional services are needed. An enhanced referral tracking system is currently under review by the **Collaborative**.

- The **Opportunity One** LMS platform and career community (including the Virtual Career Fair events) is the initial collaborative platform supporting this initiative.
- Participants, case managers and employers will also be able to communicate with each other to share opportunities and resources through the **Opportunity One** platform.
- Collaborative partners will each maintain an **Opportunity One** profile.
- Integral to the Collaborative programs and the **Opportunity One Pathway to Work** are the inclusion of supportive services that complement training activities for our targeted population.

Through the **Opportunity One** platform, Collaborative partners have determined the following roles and responsibilities to meet its goals:



Member	Responsibilities
<p>Community Council of Greater Dallas</p>	<ol style="list-style-type: none"> 1. Regularly attend all Collaborative meetings and participate in one or more workgroups 2. Identifying gaps and redundancies amongst agencies/services 3. Developing or leveraging an existing job readiness program 4. Identify employers who commit to path of livable wages 5. Creating a communication plan for all parties 6. Provide capacity building and technical assistance



<p>Opportunity One Program Team & AdvanceNet Labs</p>	<ol style="list-style-type: none"> 1. Regularly attend all Collaborative meetings and participate in one or more workgroups 2. Onboard new agencies to the platform 3. Defining what and how data will be tracked 4. Train/mentor small organizations on use of database 5. Utilize resources from DCCCD institutional effectiveness/data research 6. Mechanism to evaluate database information 7. Identify way for database to include assessment/intake from client perspective & provider perspective 8. Build referral & tracking process into database 9. Create Collaborative Summary Report Page 10. Create an intake template to be used by different agencies by using and enhancing an existing referral system 11. Provide end-user technical support and system maintenance
<p>Member Agencies</p>	<ol style="list-style-type: none"> 1. Regularly attend all Collaborative meetings and participate in one or more workgroups 2. Direct clients through job placement and retention 3. Participate in a cross-agency referral process to include wrap-around services 4. Recruit unemployed and underemployed among target populations 5. Provide case management and post-employment support 6. Participate in pilot projects with outcomes and timelines 7. Implementation of the Workforce Collaborative Plan 8. Share community contacts and resources

COLLABORATIVE OFFERINGS & GENERAL EXPECTATIONS

At a minimum, Member Agencies collectively will make the below services available, as applicable to the **Collaborative**, consistent with and coordinated via **Opportunity One**. Additional services may be provided on a case by case basis.

Employer / Client Services Offered

- Interface in a professional manner to employers and clients, responding to all requests in a timely manner
- Conduct outreach regarding Local workforce system’s services and products
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment and referral services
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training with eligible training providers
- Assist with the interpretation of labor market information
- Conduct job fairs, develop customized training opportunities to meet specific employer and/or industry cluster needs
- Use of the one-stop center facilities for recruiting and interviewing job applicants
- Post job vacancies to **Opportunity One** and take and fill job orders

- Provide information regarding workforce development initiatives and programs
- Develop, convene, or implement industry or sector partnerships
- Collaborate and reasonably assist each other in the development of necessary service delivery protocols

JOB SEEKER SERVICES		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support (→ <i>This is not an individualized career service, but listed here for completeness.</i>)	Other training services as determined by the workforce partner's governing rules

Active Participation by Member Agencies

- Members will attend regular meetings and training sessions (in-person or by conference call) and review other communications and make a good faith effort to promote the solution.
- Members will incorporate the ***Opportunity One*** solution as a regular part of their workforce development efforts.
- Members will input only accurate information into the platform and only utilize ***Opportunity One*** in alignment with its stated intent.
- Members agrees that benefits derived from the program may be used by Community Council and its program partners, in aggregate, with other users' benefits derived from the system to further to overall progress of the collaborative initiative.
- Members will participate in the planning, approval and execution of joint marketing and communication efforts with Community Council to promote the collaborative platform.
- Members will provide non-disparaging use of their agency trademarks, logos, and brands to CCGD and program partners for the specific, pre-approved use of promoting the program and related programming.

Data Sharing Among Member Agencies

- Members agree that the use of ***Opportunity One***, is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, and allow information collected from customers at intake to be captured once.
- Members further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.

Confidentiality Requirements

- Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.
- Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized members of the **Collaborative** who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law.

Non-Discrimination and Equal Opportunity

- Members of the **Collaborative** certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied

employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

- The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.



MEMBER AGENCY ACCEPTANCE:

Signature: _____

Name/Title: _____

Agency: _____

Date: _____

Agency Information:	Primary Contact:
Address:	Name:
	Email:
Website:	Tel:
Tel:	Cel:

Alternate Contact 1:	Alternate Contact 2:
Name:	Name:
Email:	Email:
Tel:	Tel:
Cel:	Cel: