From the Ground Up: Creating Sustainable Partnerships between Public Housing Authorities and Workforce Investment Boards

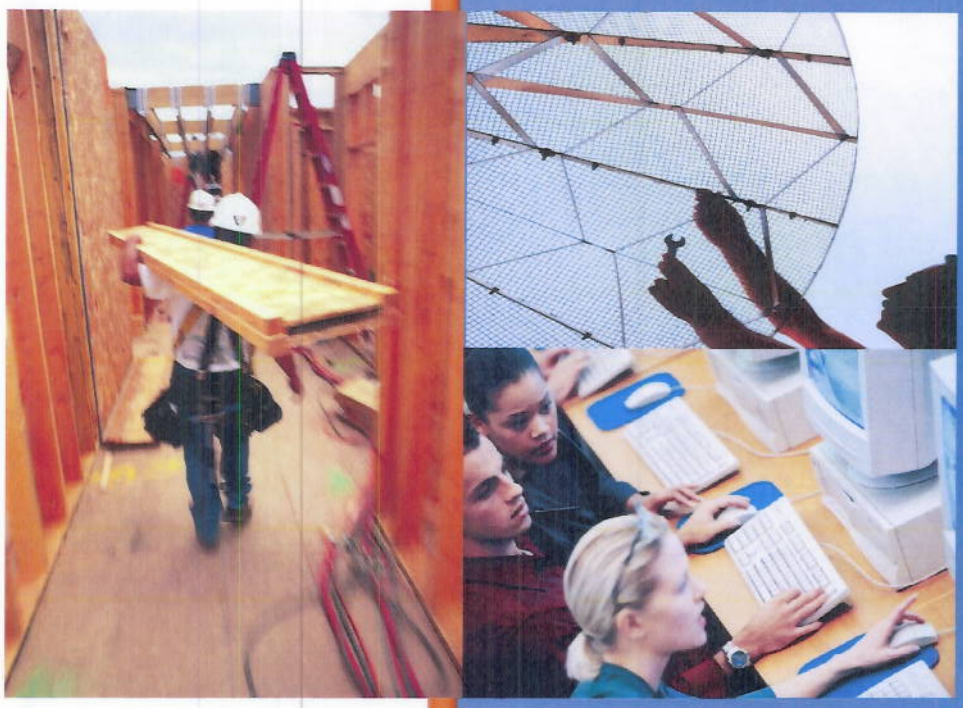

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Table of Contents

Opening Message 4

Executive Summary 5

Overview of the U.S. Department of Labor 7

Overview of the U.S. Department of Housing and Urban Development 13

The Current Status: Barriers and Opportunities 18

Case Studies: Boston, Portland, Milwaukee 19

Promising Strategies and Lessons Learned 24

Next Steps 26

Appendix 27

- Supplemental Resources 27
- Exhibit A – MOU Between BHA and BPIC 32
- Exhibit B – MOU Between BPIC and BHA Amending Previous MOU 39
- Exhibit C – MOA between BHA and Asian American Civic Association 41
- Exhibit D – Participant Release Form for Job Training Program 48
- Exhibit E – MOU Between Home Forward and Worksystems, Inc. 49

Notes 52

Beginning with the American Recovery and Reinvestment Act (ARRA), the Secretaries of the U.S. Department of Labor (DOL) and the U.S. Department of Housing and Urban Development (HUD) formed an agreement to create a partnership that would bolster the training and employment outcomes for low-income individuals. This partnership encourages Public Housing Authorities (PHAs) to work collaboratively with Workforce Investment Boards (WIBs) and the American Job Center network (formally known as the One-Stop Career System or One-Stop locations) in identifying opportunities to train and place public housing residents into jobs created by PHAs' capital improvement projects. Through American Job Centers, WIBs offer job placement assistance and training services, among other resources, to improve the employment prospects of adults, youth, low-income individuals, and dislocated workers. Locally, a partnership between WIBs and PHAs can help PHAs meet the statutory and regulatory requirements of Section 3 of the Housing and Urban Development Act of 1968. Section 3 requires PHAs to direct new employment, training, contracting, and other economic opportunities created during the expenditure of HUD funds to low- and very low-income residents of the community where the funds are spent, particularly those receiving housing assistance and to certain businesses that substantially employ these persons.

As part of the collaboration between DOL and HUD, DOL's Employment and Training Administration (ETA) and HUD's Public and Indian Housing (PIH) have created this toolkit to provide frontline staff of both the workforce and public housing systems with a quick reference to the resources that each Federal agency contributes locally to the workforce and public housing systems. This resource guide also provides examples of successful partnerships between PHAs and WIBs/American Job Centers in three cities, as well as other promising strategies and lessons learned to further support sustainable partnerships.

With budget constraints facing all levels of government, this creates an unprecedented opportunity to collaborate and build capacity for the programs that serve those in need. DOL and HUD strongly encourage state, local and regional dialogue between the workforce and housing systems.

Sincerely,

Sandra Henriquez
Assistant Secretary
Public and Indian Housing
U.S. Department of Housing and Urban Development

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Assistant Secretary
Employment and Training Administration
U.S. Department of Labor

Executive Summary

Assisting public housing residents on the path towards self-sufficiency requires going beyond providing decent, safe, and affordable housing. Public housing residents may face barriers to employment, such as limited education, job skills and/or proficiency in the English language. This toolkit is a resource for both frontline staff and management. It offers examples of how partnerships between DOL and HUD can increase public housing resident employment and create mutual benefit for both agencies.

DOL's Employment Training Administration (ETA) oversees major workforce development programs through localized decision-making with local Workforce Investment Boards (WIBs) and American Job Centers established under the Workforce Investment Act. The American Job Center network is the main hub where workers, jobseekers and businesses go to receive the employment and training services they need.

HUD's Office of Public and Indian Housing (PIH) administers funds and grants that go to local Public Housing Authorities (PHA). The PHAs manage the day-to-day operations of the housing developments, which can range from high-rise apartments to scattered single-family houses.

This toolkit highlights the work of three PHAs and WIBs from Boston, MA, Portland, OR, and Milwaukee, WI who have partnered effectively.

- **The Boston Housing Authority (BHA)** and their local WIB, the **Boston Private Industry Council (Boston PIC)** collaborated to bring about appropriate workforce development programming to its residents. Both entities became invested in the process, putting in their fair share of funds and resources to ensure success which resulted in job fairs, training fairs, and new alignment in services and investments.
- The Housing Authority in Portland, Oregon, now called **Home Forward (HF)**, partnered with its local WIB, **Worksystems, Inc.**, to create an innovative workforce development program tailored to the needs of residents. This program led to a 50% employment rate for graduates and an average annual income of $31,631 for those who gained employment.
- The **Housing Authority of the City of Milwaukee (HACM)** and **Milwaukee Area Workforce Investment Board (MAWIB)** were familiar with each other but wanted to deepen their impact together. The two entities began partnering together when grant opportunities arose. MAWIB received millions of dollars in grant funds and strategically used some of the funds for workforce development activities at public housing developments.

PHAs and WIBs that have worked together know that it is not an easy task. It requires understanding each other's programs, establishing connections with each other, and also

considering external partners, including non-profit and faith-based organizations. Mutual value needs to be created for all parties involved and everyone must recognize each organization's limitations, while highlighting each other's expertise for the use of the partnership. Writing down the terms of the partnership ensures everyone is on the same page. Finally, maintaining communication, holding each other accountable and revisiting the terms of the partnership are all crucial steps to ensure a successful partnership.

This toolkit includes online resources for DOL and HUD programs, along with sample Memoranda of Understanding (MOUs) and other documents that may be helpful in understanding how past partnerships have been formed.

U.S. Department of Labor

DOL Mission Statement: The purpose of the Department of Labor is to foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.

Employment and Training Administration (ETA) Mission Statement: ETA, in partnership with states, localities, and community organizations, assists adults and youth in transitioning to good jobs by administering effective, value added programs that expand opportunities for employment, continuous learning, business competiveness and community prosperity.

Organization and Structure

The Workforce Investment Act (WIA) of 1998 provides a framework for a national preparation and employment system designed to meet the needs of businesses and job seekers, which can include adults, dislocated workers and youth who live in public housing. As labor markets can vary widely across the country, the workforce system and the programs that are administered through it are designed to be locally driven. Funding flows from ETA to State agencies and business-led State and Local Workforce Investment Boards that oversee the service delivery system. The local boards provide strategic direction of their regional economies, setting training and investment priorities, and establishing policies that guide the provision of services offered by a network of approximately 2,600 American Job Centers. This enables states and local areas to target WIA services to the needs of the local area. For an introduction to the public workforce development system targeting current and prospective partners, please visit the Workforce Primer at **https://primer.workforce3one.org/page/home.**

Integrated Service Delivery through the Network of American Job Centers

Required American Job Center Partners

- Adult, Dislocated Worker and Youth Activities under WIA*
- Employment Service (Wagner-Peyser)
- Trade Adjustment Assistance
- Veterans Employment and Training Programs
- Unemployment Insurance
- Job Corps
- Senior Community Service Employment Program (SCSEP)
- National Farmworker Jobs Program
- Vocational Rehabilitation
- Community Service Block Grants
- Adult Education and Literacy
- Postsecondary Vocational Education
- YouthBuild

*Local WIBs administer three WIA programs that are offered through the American Job Center network:

- *The Adult* program serves individuals ages 18 and over, with a special focus on disadvantaged and low-income individuals with barriers to employment.
- *The Dislocated Worker* program serves individuals who have lost a job.
- *The Youth program* serves youth ages 14-21 that are low-income and have specific barriers to employment (i.e., individuals with disabilities, offenders, basic skills deficient, pregnant/parent, homeless, school dropout, etc.).

American Job Centers

American Job Centers provide universal access to an integrated array of employment and training services so that workers, jobseekers and businesses can find the services they need under one roof in easy-to-find locations. The employment and training services provided by the American Job Centers include skills assessment, skills remediation, labor market information, job search support, occupational training (short and long-term), and access to supportive services, such as transportation and child care, all intended to help workers secure self-sufficient jobs. Many services offered through a local American Job Center can also be accessed virtually through DOL's online portal for electronic tools at **www.careeronestop.org.**

Virtual American Job Center Network

www.CareerOneStop.org

www.servicelocator.org

Each local WIB makes decisions about the types and amount of training available. Training strategies that may be available through American Job Centers include:

- Classroom training, through voucher-style Individual Training Accounts;
- Customized training, developed with an employer to train for a specific job;
- On-the-job training, which involves reimbursing an employer for the costs of training and offers jobs seekers an "earn and learn" training option;
- Registered apprenticeship, offering a certified career pathway in a number of traditional and high-growth occupations;
- Incumbent worker training, offering workers a way to improve skills and move along a career pathway.

American Job Centers

American Job Centers provide universal access to an integrated array of employment and training services so that workers, job seekers and businesses can find the services they need in one stop, at easy to find locations.

Staff Assisted Services

Work Experience

Literacy Skills

Financial Literacy

Comprehensive Assessment

Diagnostic Testing

In-Depth Interviewing

Individual Employment Plans

Group Counseling

Job Clubs

Individual Counseling

Skill Identification

Case Management

Pre-Vocational Services

Job Analysis

Self-Assessment Tools

Rehabilitative Services

Technology Needs

Training Services

Adult Education

On-the-Job Training

Occupational Skills Training

Non-traditional Employment Training

Cooperative Education

Private Sector Training

Skills Upgrading

Retraining

Entrepreneurial Training

Employer-driven Customized Training

Distance Learning

On-line Training

Postsecondary Education

Universal Services

Assessments

Job Search

Resume Writing

Job Placement

Interviewing Skills

Career Counseling

Labor Market Information and Career Planning

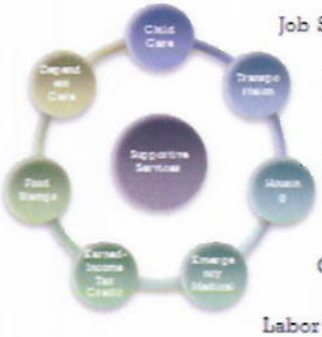
Job Vacancy Listings

Electronic Job Bank/Computer Access

Supportive Service Information

Financial Aid Information

Employer Services



Employer Services at American Job Centers

Workforce information | Places to conduct interviews | Pre-screening of job applicants | Organizing job fairs | Job description writing | Assessment of applicants' skills | Referral of job-ready candidates | Posting of job openings | Skill upgrading and career ladders | Reviewing applicants' resumes

Employer Services at American Job Centers

American Job Centers can connect employers with qualified candidates for job openings through recruitment and screening, assist in upgrading the local workforce with customized training and Registered Apprenticeships, and can assist employers which are downsizing by developing coordinated community response to layoffs and re-training. Other services include:

- Workforce information
- Job description writing
- Posting of job openings
- Reviewing applicants' resumes
- Places to conduct interviews
- Pre-screening of job applicants
- Assessment of applicants' skills
- Referral of job-ready candidates
- Organizing job fairs
- Skill upgrading and career ladder

National Programs, Initiatives and Investments

ETA administers an array of national programs, grants, initiatives and makes investments to serve multiple targeted populations or industry sectors. These programs fund a variety of organizations, including WIBs and American Job Centers, but also community-based organizations, Native American Tribal entities, and community colleges. For information on these programs please review the list below. For further information on these and other ETA key projects, please visit www.doleta.gov/etainfo/wrksys/WIKeyProjects.cfm.

National Programs and Competitive Grants

- ***Job Corps*** – Job Corps is an education and training program for youth who are at least 16 years of age and qualify as low-income. Participants learn occupational skills while they earn their high school diploma. www.jobcorps.gov

- ***YouthBuild*** – YouthBuild provides job training and educational opportunities for at-risk youth ages 16-24 while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their GED or high school diploma, learn to be community leaders, and prepare for college and other postsecondary training opportunities. YouthBuild includes significant support systems, such as a mentoring, follow-up, education, employment, and personal counseling services; and participation in community service and civic engagement. www.doleta.gov/Youth_services/YouthBuild.cfm

- ***Senior Community Service Employment Program (SCSEP)*** –A community service and work based training program for older workers, SCESP provides subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. Services available through the SCSEP program for

assisting older workers include Individual Employment Plans, community service placement, training specific to a community service assignment, supportive services, annual physicals, assistance in securing unsubsidized employment, and access to local American Job Centers. Program participants must be at least 55, unemployed, and have a family income of no more than 125% of the federal poverty level. www.doleta.gov/Seniors/html_docs/AboutSCSEP.cfm

- ***National Farmworker Jobs Program (NFJP)*** – NFJP assists migrants and other seasonally-employed farmworkers and their families achieve economic self-sufficiency through job training and other services that address their employment needs. www.doleta.gov/MSFW/html/NFJP.cfm

- ***Green Jobs Innovation Fund (GJIF)*** – GJIF helps workers receive job training in green industry sectors and occupations, as well as access green career pathways. The GJIF grants seek to increase the number of individuals completing training programs who receive industry-recognized credentials and to increase the number of individuals completing training programs for employment in green jobs. These programs are linked to Registered Apprenticeship and pre-apprenticeship programs, and/or community based partnerships. www.doleta.gov/factsheet.cfm

- ***Trade Adjustment Assistance Community College and Career Training Grants (TAACCCT)*** – TAACCCT grants provide community colleges and other eligible institutions of higher education with funds to expand and improve the ability to deliver education and career training programs that can be completed in two years or less, are suitable for workers who are eligible for training under the Trade Adjustment Assistance for Workers program, and prepare program participants for employment in high-wage, high-skill occupations. www.doleta.gov/TAACCCT

- ***Reintegration of Ex-Offenders (Adult)*** – Adult reentry programs serve individuals 18 years of age and older who have been convicted as an adult and imprisoned. The adult projects focuses on post-release/aftercare services, career exploration through work experience and internships, pre-employment and basic skills training, GED preparation, mentoring and case management. Projects also promote collaboration and coordination between community-based organizations, foundations, state and local justice agencies, school districts and the public workforce system. Grantees are nonprofits, faith-based and community organizations that provide mentoring, job training and other comprehensive transitional services. www.doleta.gov/RExO/eta_default.cfm

- ***Reintegration of Ex-Offenders (RExO Youth)*** –Youth grants focus on youth ages 14 to 24 and serve young offenders and youth at risk of criminal involvement, including

school dropouts. Services provided include case management, educational skills training, tutoring, mentoring, GED preparation, credit retrieval, restorative justice opportunities, occupational skills training, work experience, Summer Bridge programs, summer jobs linked to academic and occupational learning, job placement, staff and leadership development activities, follow-up and other supportive services. www.doleta.gov/RExO/eta_default.cfm

- ***Disability Employment Initiative*** – These competitive grants, currently in 16 states, improve education, training, and employment outcomes of youth and adults with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits. The goals of these grants are to: 1) improve coordination and collaboration among employment and training and asset development programs; 2) build effective partnerships, across multiple service delivery systems, that leverage public and private funds to better serve individuals with disabilities; and 3) expand the public workforce system's capacity to serve as Employment Networks (ENs) under the Social Security Administration's (SSA) Ticket to Work[1] Program. www.doleta.gov/disability/grants.cfm

- ***Enhanced Transitional Jobs Demonstration (ETJD)*** – These grants serves low-income individuals ages 18 and older, in particular public housing residents, targeting low-income, non-custodial parents and/or ex-offenders reentering their communities (who may or may not be non-custodial parents).[2] Public housing residents must meet the eligibility requirements (non-custodial parent and/or ex-offender who is not considered job-ready) the sites make this determination through assessments. Program services include: Assistance with high school or GED completion, attainment of literacy and numeracy skills, soft skills or job readiness or employability skills training, job development, mentoring, life skills training, fatherhood programs/curricula, financial literacy training, legal assistance, housing assistance, substance abuse, mental and/or physical health care, domestic violence prevention and treatment, child care, and transportation assistance. www.doleta.gov/reports/etjd.cfm

U.S. Department of Housing and Urban Development (HUD)

HUD Mission Statement: HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transforms the way HUD does business.

Office of Public and Indian Housing (PIH) Mission Statement: The role of PIH is to ensure safe, decent, and affordable housing; create opportunities for residents' self-sufficiency and economic independence; and assure fiscal integrity by all program participants.

Organization and Structure

HUD administers a multitude of programs and grants to create strong, sustainable, inclusive communities and quality affordable homes for all.

Public housing is administered through HUD's Office of Public and Indian Housing (PIH). There are approximately 1.2 million households living in public housing units, which are owned and managed by some 3,300 Public Housing Authorities/Agencies (PHAs) across the country. Public housing sites range from scattered single-family houses to high-rise apartment buildings. On the federal level, HUD establishes broad policies for public housing. On the local level, PHAs manage the housing's day-to-day operations and set local policies, under the governance of a local board of commissioners. Additionally, HUD allocates and PHAs provide 2.1 million households with tenant-based housing vouchers[4] that families can use in the private market. Some of these vouchers are targeted to special populations. PIH also funds programs to address issues such as crime and security and to make supportive services available to residents.

Populations Served

Residents of public housing and those with vouchers generally fit into three subcategories of low-income

Public Housing Tenant Characteristics: FY 2012

- 68% of tenants are considered extremely low income (<30% of the Area Median Income)
- Average annual gross income is $13,730
- $324 is the average tenant contribution per month
- 40% of units house families with children
- 35% of units have a head of household who is a person with a disability
- 30% of units have an elderly head of household

households: non-elderly and non-disabled families, elderly persons, and persons with disabilities. Typically, rent is based on 30% of the household's income.

Workforce Related Policies

Section 3

Section 3 of the Housing and Urban Development Act of 1968 imposes an obligation to ensure that employment , job training, contracting and other economic opportunities generated by certain HUD assistance be directed, to the greatest extent feasible, to low- and very low-income persons, particularly those who receive housing assistance, including public housing residents and other low-income individuals. HUD invests billions of dollars each year in communities through formula funding and competitive grants. Under Section 3, PHAs and recipients of many other HUD housing and community development funds are required to the greatest extent feasible to provide job training, employment, contracting, and other economic opportunities for public housing residents and other low-income residents. For example, Public Housing Authorities, their contractors and subcontractors, may demonstrate compliance with Section 3 by committing to achieve 30% of all new hires as Section 3. Generally, public housing residents qualify as Section 3 under HUD's rules. (See Section 3 & Project Labor Agreements Box.) www.hud.gov/section3

Section 3 & Project Labor Agreements

The Boston Housing Authority (BHA) used a Project Labor Agreement (a contract between contractors, unions, and sometimes public agencies) to negotiate specific Section 3 commitments from contractors. In 2010, the BHA facilitated a PLA between Ameresco, Inc. and the Metropolitan District Boston Building Trades Council (MBBTC) for a $63 million retrofit project on BHA properties. One result of the PLA was the creation of a 30-person pre-apprentice program (PAP) for Section 3 residents. In addition, the PLA gives PAP graduates priority for acceptance into apprenticeships. The PAP is also supported by other three-year Collective Bargaining Agreements between BHA and the building trades that promote career pathways into construction and other skilled trades for Section 3 and BHA residents.

BHA has also used the planning and negotiating process for master development agreements to leverage additional Section 3 outcomes in employment, training, contracting, and other economic opportunities. For example, the BHA has obtained commitments on two upcoming multi-million dollar projects to attain a minimum of 10% Section 3 labor hours. The developers on these projects will have to ensure that adequate hiring opportunities are being generated for Section 3 residents in order to remain in compliance. The BHA has also used the master development agreement as a tool to continue its PAP and secure job placements for PAP graduates.

Earned-Income Disregard

Since public housing and tenant-based voucher rent is typically based on household income, whenever income increases, rent increases. However, to encourage self-sufficiency, PHAs are required to disregard part of eligible residents' earned income during rent calculations. To qualify for the disregard, a resident must either live in public housing or be a voucher

holder with as disability, receive new employment or increased earnings, and meet one of the following criteria: 1) have been formerly unemployed for the past 12 months, 2) have participated in a self-sufficiency or job training program during the time they became employed, or 3) have received welfare benefits sometime during the six months before they became employed. For the first twelve months, eligible residents receive a disregard of 100% of their earnings above their former income, and then receive a 50% disregard for the next twelve months. For more information see page 139 in the Public Housing Occupancy Guidebook at: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/rhiip/phguidebook.

Moving-to-Work Status

Thirty-nine PHAs have Moving-to-Work (MTW) Status. With HUD approval, these agencies are allowed to waive certain HUD rules to better meet the goals of increasing resident self-sufficiency and employment, achieving greater cost effectiveness in administering public housing, and increasing housing choices for low-income families. www.hud.gov/mtw

Public Housing Agency Plan

PHAs inform HUD of the employment and other economic opportunity initiatives through their Public Housing Agency Plans. Moreover, PHAs must submit a certification of consistency with Consolidated Plans, which is intended to bring PHA activities in line with the local jurisdiction's community development goals and strategies.

National Programs, Initiatives and Investments

HUD administers formula grants in the form of the Capital and Operating Fund, as well as a multitude of other grants for which PHAs and other entities can compete.

Formula Grants

HUD administers billions of dollars in Federal aid to local PHAs via a formula-based Capital and Operating Fund. These programs are the principal source of funding for the maintenance and capital improvements of public housing units all over the country. This work not only provides affordable housing for low-income families, but also creates jobs in administration, construction, and maintenance. Some of these funds can also be used by PHAs to contract with outside entities, such as an American Job Center. HUD also provides technical and professional assistance in planning, implementing, and managing housing developments.

National Programs and Competitive Grants

- ***Choice Neighborhoods*** – Choice Neighborhoods supports local communities as they seek to transform distressed neighborhoods into sustainable, mixed-income neighborhoods with the affordable housing, safe streets, and good schools every family needs. As a successor program to HOPE VI, Choice Neighborhoods provides

competitive grants to Public Housing Authorities, local governments, nonprofits, and private developers that primarily fund the transformation of HUD-assisted public housing and privately-owned multifamily housing. A portion of Choice Neighborhoods funding is also available to leverage local partnerships and provide seed money to support community assets and supportive services central to the sustainability of the neighborhood and its families, such as early childhood education, health centers, transportation, and jobs. Choice Neighborhoods grantees are strongly encouraged to form partnerships with private and public sector entities. www.hud.gov/cn

- ***HOPE VI*** – HOPE VI transforms severely distressed public housing by revitalizing public housing (typically through demolition/construction or rehabilitation), promoting self-sufficiency, providing comprehensive services, and creating mixed-income communities. Fifty-three sites across the country are currently undergoing public housing unit construction and rehabilitation. Fifteen percent of HOPE VI funding can be allocated towards community supportive services (CSS). Such eligible activities include after school programs, English as a second language courses, and workforce development activities. www.hud.gov/offices/pih/programs/ph/hope6

- ***Resident Opportunity and Self Sufficiency (ROSS)*** – The ROSS Service Coordinator program provides funding to PHAs to hire and maintain Service Coordinators who assess the needs of residents in conventional public housing and Indian housing and coordinate available resources in the community to meet those needs. This program works to promote the development of local strategies to coordinate the use of assistance under the public housing program with public and private resources for supportive services and resident empowerment activities. These services seek to enable families to increase earned income, reduce or eliminate the need for welfare assistance, and make progress toward achieving economic independence and housing self-sufficiency. www.hud.gov/offices/pih/programs/ph/ross

- ***Public Housing Family Self Sufficiency (PHFSS)*** – Funding under this program is available for PHAs to hire a program coordinator who links residents with training opportunities, job placement organizations, and local employers. Residents enter into a contract, which outlines their responsibilities towards completion of training and employment objectives over a five year period or less. The contract also stipulates PHA responsibilities towards helping residents achieve their goals. During the period of participation, residents may earn an escrow credit, based on increased earned income, which they may use upon successful graduation from the program. www.hud.gov/offices/pih/centers/gmc/categorical/phfss.cfm

Spotlight on Choice Neighborhoods

What is Choice Neighborhoods? Choice Neighborhoods is designed to transform struggling neighborhoods with distressed public housing or HUD assisted housing. Large, competitive grants fund a comprehensive neighborhood plan that addresses the specific challenges in the community related to housing, people, and the neighborhood. Eligible applicants include Public Housing Authorities, local governments, nonprofits, tribal entities, and private developers.

What does Choice Neighborhoods mean for employment? Choice Neighborhoods presents several important employment-related opportunities. Here are some examples:

- Direct Employment – Choice Neighborhoods enables grantees to revitalize public housing and other HUD-assisted housing, as well as to create mixed-income communities through attracting and building new market rate and moderate-income housing. For example, the eight Implementation grantees plan to build a combined total of 9,375 new units. This large-scale physical redevelopment creates new employment opportunities in construction and supporting positions. Moreover, Section 3 requires that when certain expenditures are made for public and other HUD assisted housing that generate employment, training, contracting, or other economic opportunities, grantees or their contractors and subcontractors commit that a substantial portion of new hires are public or assisted housing or other qualified low- or very low-income residents from the local area and that contracting or other economic opportunities are afforded Section 3 business concerns as defined by HUD's regulations.
- Neighborhood Reinvestment – Distressed neighborhoods can discourage would-be investors and decrease families' access to employment. Choice Neighborhoods grants have the potential to generate re-investment, by leveraging funds from private and public sector partners. Choice Neighborhoods grantees have leveraged over $2 billion, more than 8 times their total grant award. Choice Neighborhoods also allows 15 percent of grant funds to be used for critical neighborhood improvements, like providing gap financing for grocery stores and new businesses.
- Social Service Supports – Choice Neighborhoods allows up to an additional 15 percent of grant funds to be used for supportive services. These services can include employment-related supports like education and training.
- Employment Goals – Choice Neighborhood grantees are expected to meet several goals, which include increasing household self-sufficiency. This expectation provides WIBs and PHAs with an opportunity to collaborate and achieve these goals.

Example: New Orleans – In 2011, the Housing Authority of New Orleans (HANO) and the City of New Orleans were awarded a $30.5 million Choice Neighborhoods grant and plan to develop over 800 public housing units. HANO and the City are working with the local WIB to ensure that the redevelopment of the area and comprehensive neighborhood plan will open new employment opportunities to public housing residents.

For more information about Choice Neighborhoods visit: www.hud.gov/cn.

The Current Status: Barriers & Opportunities

Some barriers have frustrated relationship building between PHAs and employment and training agencies. However, there is great potential for significant collaboration to address these barriers. Understanding the goals and programs of each system is the first step in identifying areas for partnerships. Below are examples of barriers that are in place and the opportunities for breaking down these barriers.

Barrier: Often times, public housing residents are considered the "hardest to employ" due to circumstances such as limited education, limited job skills, and/or drug and criminal records. Therefore, traditional job training programs may not be the right fit for some residents and employers may be hesitant to hire residents.

Opportunity: Understanding the barriers that the "hardest to employ" face provides an opportunity for both the PHA and local WIB to address these barriers. For example, Choice Neighborhoods and HOPE VI grantees can use some of their funds for employment supports for their residents, including job training, employment counseling, and work clothes. These can be tailored to meet the needs of the "hardest to employ" and to supplement services offered at the local American Job Center. In addition, PHA capital formula funding and competitive grants like Choice Neighborhoods can be used to replace and repair housing, thereby creating construction, maintenance, and office jobs that ideally would be made available to public housing residents through Section 3. In turn, the relationships that the local WIB has with local employers can help offset the stigma that residents face when being hired for jobs.

There are barriers that are currently in place that have stymied relationship building. However, there are opportunities for significant collaboration to address these barriers.

Barrier: Public housing residents may not be utilizing resources from the WIB because they are unaware of them or because they have misconceptions about them.

Opportunity: Partnerships between the PHA and local WIB/American Job Centers can generate better outreach to public housing residents about the programs that are available to them. PHAs may even be able to offer space at assisted housing developments for job centers, training programs, and information sessions. Likewise, this is also an opportunity to look beyond the PHA and local WIB by considering opportunities to work with faith-based and nonprofit organizations from which public housing residents seek services.

Barrier: Public housing residents may feel they are already receiving services from one program and do not see the benefits of what the WIB has to offer.

Opportunity: If there are overlaps in services, the PHA and WIB can work together to address how to reduce duplication while continuing to strengthen the programs that are successful. Considering the expertise of the WIB in conducting beneficial and effective programs for job seekers, it is important that PHAs help residents utilize these programs when appropriate. Likewise, with better understanding of the particular needs of public housing residents when it comes to job training programs, the PHA and WIB can collaborate to create programs that meet the needs of residents.

Case Studies: Boston, Portland, and Milwaukee

This toolkit highlights three PHAs and WIBs who have successfully worked together to break down barriers and bring appropriate training and job programs that fit with the needs of public housing residents.

Boston Housing Authority and Boston Private Industry Council (Boston, MA)

The Situation

In 1999, Boston Housing Authority (BHA) received an Economic Development & Supportive Services (EDSS)[3] grant from HUD that established seven mini American Job Centers at some of their family development sites. During this process, BHA developed partnerships with the Boston Private Industry Council (Boston PIC), which serves as their local WIB, and the Boston Mayor's Office of Jobs & Community Services.

BHA was able to strengthen its relationship with the Boston PIC and form a partnership through a pre-existing relationship between a BHA staffer and her prior work experience at WIBs and American Job Centers, along with the EDSS grant program on which the BHA and Boston PIC had previously collaborated.

There was a focus on investment from all sides. The BHA became a member of the Boston PIC, ensuring that all partners invested their resources into the system.

However, building up this partnership and getting residents involved in these programs was not easy. For example, some residents had a fear or suspicion of seeking services from unfamiliar agencies. Likewise, many public housing residents are "hard to employ" and need intensive services and individualized attention to succeed. Achieving success would require additional funds and commitments.

The Solution

The BHA and Boston PIC entered into a Memorandum of Understanding (MOU) that outlined their commitments toward each other. The MOU included BHA funding for specialized services for BHA residents. Specifically, staff at BHA housing developments served as liaisons to BHA, BHA residents, and American Job Center staff. Likewise, BHA allotted funds to hire Resident Service Coordinators who had formerly worked at American Job Centers to build up capacity to help roll out job readiness and skills training services that were tailored to those who were "hard to employ."

The BHA also entered into an MOU with the City of Boston Office of Jobs and Community Services (JCS), which serves as the City's workforce development agency and administers

much of the funding overseen by the Boston PIC's committees. Recognizing that BHA residents are some of the poorest and most isolated in the city, JCS performed an address match to determine how many residents had received services in the previous year, and pledged to increase that number significantly in the year ahead, based on outreach efforts conducted by the BHA and its tenant organizations.

Each year since, JCS has analyzed prior year service levels to BHA residents and has made significant new commitments, particularly in connection to EDSS and Resident Opportunity and Self Sufficiency (ROSS) applications. When JCS issues Requests for Proposals (RFPs) for workforce development and related services, respondents are required to identify the BHA developments they intend to serve and present a strategy for reaching BHA residents. Partnering with the BHA in this manner allows JCS to accomplish its organizational mission of helping low-income Boston residents begin to move out of poverty.

There was a focus on investment from all sides. For example, BHA became a member of the Boston PIC, ensuring that all partners to the agreement invested their resources into the system. In addition, Boston PIC and BHA also identified areas of mutual benefit to keep the partnership going.

The Results

The BHA and Boston PIC partnership resulted in six job fairs that were held at sites identified by the BHA. These job fairs included all Boston area American Job Centers, each of which brought their own pool of employers to the event. The job fairs not only served job seekers looking to connect with employers, but they also included education and skills training providers so that participants were introduced to a full array of services that the American Job Centers provide. In addition, two training fairs were held at a local community college to bring together skills training, education, BHA Resident Services Staff, and American Job Center staff.

Not only were BHA residents exposed to the entire services available to them, but the BHA made sure that their own staff members understood the full component of career services that were available through the American Job Center.

Home Forward and Worksystems, Inc. (Portland, Oregon)

The Situation

Home Forward, the new name of the Housing Authority of Portland, and Worksystems Inc. (WIS), the local WIB, began partnering with each other to help Home Forward residents gain greater economic independence. Home Forward had a family resource center, named the Goalpost, in one of their largest public housing communities, and in 1998, WIS designated Goalpost as a satellite American Job Center.

Through leveraging their funds from various public and private grants, including HUD's HOPE VI grant awards, and partnering with multiple stakeholders, Home Forward also built a 10,000 square foot Opportunity Center in 2003. This center became the home for workforce training and was a focal point for community-based service delivery.

The recent economic recession brought on a higher demand for services. Often times, workers, who were seeking retraining and entry level jobs, were formerly employed and had higher-level skills. This influx created additional difficulties for public housing residents who had less competitive job skills, education and work histories. Meanwhile, Federal training dollars could not keep up with the need for services. Because of this situation, public housing residents faced even bigger hurdles towards self-sufficiency.

Meanwhile, as the recession started, Worksystems, Inc. fundamentally reorganized its American Job Center network in 2008 in accordance with State policy. Among other changes, case management was discontinued and all one-stop locations were co-located with Oregon Employment Department (OED) to provide job placement. The reallocation of resources WSI had previously put toward case management and job placement were reprogrammed to support a much stronger array of education and training services. However, the new system was difficult to navigate for populations with employment barriers who need the support of relationship-based career planning that was historically provided by case managers. In order to fulfill its obligation to serve all job seekers, including people with significant barriers to employment, WSI was seeking out partnerships with human service agencies that provide case management and share the goal of employment for their clients.

The Solution

In light of the recession, the partnership between Home Forward and WSI was struggling to meet the job training needs of Home Forward public housing residents. In order to address this issue, they developed a program called Bridges to Success, an industry-driven training program made exclusively for public housing and tenant-based voucher participants. The program is also funded by philanthropic dollars through the Paul Allen Foundation. Bridges to Success provided industry-tailored classroom training to meet the needs of employers, followed by paid internships and job placements for those participants who successfully met the program guidelines.

In this program, Home Forward provided case management to housing residents to help them navigate through an array of workforce development services offered through the American Job Center network. At the same time, WSI's designation of WIA resources, augmented by resources from the Paul Allen Foundation, enabled the program to offer a rich array of training and employment services leading to strong training and employment outcomes.

The average annual income of a Bridges to Success program graduate who gained employment was $31,631 – more than twice the income those families had when they started the program.

The partnership also realized the need to include other stakeholders in order to better serve residents. While affordable housing was a key platform to breaking the cycle of poverty, residents also needed, among other things, stable jobs and supportive services so they could achieve self-sufficiency. Home Forward and Worksystems, Inc. secured participation from other entities, including the Oregon Employment Department, Oregon Department of Human Services, and the Portland Public Schools.

Additionally, Home Forward's designation as a Moving to Work (MTW)[5] site gave it the flexibility and freedom to create responsive and timely solutions to local issues, opportunities and partnerships. By 2010, funding was available to bring on a Workforce Liaison to assist staff in finding appropriate workforce services for public housing residents.

The Results

The Bridges to Success program achieved a 50% graduate employment rate in its Healthcare and Office careers during the first year of operation. On average, graduates who gained employment earned an annual income of $31,631, more than twice the income those families had when they started the program. The paid internship component of the Bridge to Success program also provided valuable paid work experience and resume-building work history, often leading to employment by the internship site's employer.

Housing Authority of the City of Milwaukee and Milwaukee Area WIB (Milwaukee, Wisconsin)

The Situation

As part of the Workforce Investment Act of 1998, the Milwaukee Area Workforce Investment Board (MAWIB) began working with the Housing Authority of the City of Milwaukee (HACM) to collaborate on integrating housing into the American Job Center network. HACM's Resident Services department would refer residents to MAWIB to apply for job training funds and HACM's Resident Employment Coordinators would refer residents to the American Job Center for employment services.

MAWIB and HACM wanted to extend and broaden their partnership to provide more resources to housing residents and low-income citizens.

The Solution

Among other efforts, HACM and MAWIB collaborated on public grants available through HUD and DOL. With successful grant applications, HACM could perform targeted outreach and recruitment to its residents and help them benefit from these new workforce training opportunities.

Since youth issues are a priority, HACM's Executive Director has also become actively engaged in MAWIB's Youth Council, which sets the leadership and policy framework for workforce youth initiatives in the community. Additionally, HACM and MAWIB have engaged with the Milwaukee Area Workforce Funding Alliance (MAWFA), which is made up of private and public funders of workforce development.

The Results

Through strengthened partnerships, both MAWIB and HACM have been able to provide a broader range of services and have become more competitive in grant applications. Successful grant opportunities include a $1 million grant from DOL to establish an innovative program called MilwaukeeBuilds, an adult version of YouthBuild. This grant was supplemented by resources provided by MAWIB, HACM, CBDG and MAWFA. This project provided paid work experience for long-term unemployed job seekers recruited by HACM and other workforce partners. Additionally, MAWIB worked with HACM on Youthbuild efforts, and also partnered with HACM to provide youth services under the Reach Opportunity grant by co-locating staff in the Highland Towers, a HACM public housing development.

The MAWIB also developed a Community Resource KIOSK program that provides easy access to community information, on a wide range of crucial topics from housing to job access. Over the past two years, MAWIB has placed computer kiosks at various sites in Milwaukee so that individuals could find information on jobs and social services. HACM was one of the original partners that assisted in designing the kiosks to be user-friendly. One of the first five kiosk sites was located at Westlawn, a HACM public housing development. Moreover, with MAWIB and HACM acting as partners and subcontractors, the City of Milwaukee secured over $2.4 million in funds from the Broadband Technology Opportunities Program (BTOP).[6] The infusion of these funds enabled MAWIB to expand the number of kiosk sites to 17, which included adding one at Hillside, another HACM public housing development.

Promising Strategies and Lessons Learned

The partnerships highlighted from Boston, Portland and Milwaukee showcase important themes in creating successful partnerships. The following are promising strategies and lessons learned from these PHAs and WIBs:

Understand Each Other

While it's important to focus on your primary agency responsibilities, it's also important to understand the role that other stakeholders play in the work that you do. This will help you decide on strategic partners. For example, understanding each other can help each agency identify and share different areas of expertise, such as in grant applications and program design. Additionally, understanding each other's operations can also uncover ways to reduce duplication and make existing services more effective.

Establish Connections

Developing relationships and connections with key players in other agencies can help open opportunities for partnership. You are more likely to find success in establishing a partnership when you have a previous connection. For example, you may have met your counterpart at a conference or worked together for an event. To get started, utilize your professional networks and consider asking your colleagues to introduce you to their colleagues with whom you are interested in working.

Consider Additional Partners

While this toolkit is designed to establish partnerships between local PHAs and WIBs/American Job Centers, the case studies show that successful outcomes often come from involving additional partners. Many of the case studies demonstrate partnerships with the local city government, school district and community organizations. Some also leveraged funds through these organizations and were even able to secure private foundation dollars.

Create Mutual Value

Identifying and creating mutual value for all parties creates sustainable incentives toward working together. Steps to creating mutual value can include discussing what your shared, tangible goals are and collaborating on methods to reach those goals in a more effective and efficient manner. For example, when PHAs develop bridge programs and WIBs tailor their services when interacting with public housing residents, each agency benefits from combining their resources to increase employment. Additionally, the case studies have

shown that demonstrating a partnership between PHAs and WIBs can give applicants an advantage when securing grants and leveraging outside funds.

Recognize Limitations and Expertise

Be honest about what your organization can bring to the table. Understanding each other's limitations can help you decipher the appropriate roles and responsibilities each party should take. It can also lead to less misunderstanding. Likewise, recognizing each other's expertise can enable you to build from each other's strengths and ensure that each party's resources are not stretched too thinly.

Write it Down

Once you have established a partnership, each party benefits by spelling out all the terms of the partnership in a written document, such as an MOU or MOA. This provides a clear and concrete way to make sure you have established your mutual goals and the ways that you plan to achieve them. Having such a document helps ensure that there is no confusion and keeps everyone involved on track. The appendix includes sample MOUs and Memoranda of Agreement (MOAs) that you may find particularly useful during this process.

Keep Each Other on Task

It is very easy for a partnership to lose its momentum after its initial launch. Continuing the communication after an MOU has been signed is one step toward keeping the partnership alive and the partnering agencies accountable. Some of the PHAs highlighted in the case studies were able to hire a liaison or coordinator whose main duty was finding appropriate workforce services for public housing residents. Throughout the collaboration, this staff member could become the point of contact that maintains communication and updates all partners on the status and results of achieving set goals.

Evaluate and Revise

After you have entered into a partnership, it is important to evaluate its effectiveness. If particular tactics are deemed less successful than you or your partners would like, you should be open to revising the terms of the partnership. The partnership MOU or other agreement should be examined periodically to ensure that the contents and roles are still applicable. You and your partners should consider whether certain parts need to be removed, altered or added to reflect the current needs of the populations your partnership serves.

Next Steps

In order for a PHA-WIB partnership to be successful, both parties need to be realistic. Creating mutual value can help sustain successful partnerships and change structures that have thwarted the viability of these partnerships in the past.

The appendix provides many useful samples for you to view and consider when implementing a partnership, including sample MOUs and participant release forms. Additionally, the appendix includes a resource list that gives you access to other online information and toolkits so that PHAs and WIBs can better understand each other's programs.

As we mentioned previously, a PHA-WIB partnership can be expanded to include other community/city stakeholders. HUD has published a joint Public Housing and Community Planning and Development notice on "Promoting Partnerships to Utilize Housing as a Platform for Improving Quality of Life" (PH-2011-51/CPD-2011-09). This resource provides helpful information on ways to establish partnerships with many different organizations and contains additional examples of MOUs. The notice can be accessed under the Partnerships subheading at: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/css/resources.

HUD and DOL are excited to collaborate on this toolkit and to hear about the partnerships that result from it. We encourage you to contact us with your comments and feedback. We are particularly interested in the lessons you learn throughout this partnership building process and the ideas you have to institutionalize this collaboration.

U.S. Department of Housing and Urban Development

To find your local HUD contact, please visit: http://portal.hud.gov/hudportal/HUD?src=/localoffices.

U.S. Department of Labor

To find your Public Workforce System state and local contacts, WIB contact and American Job Centers, please visit: www.servicelocators.org.

Appendix

Supplemental Resources

Partnership Resources

- **HUD-DOL MOU**– HUD and DOL entered into an agreement to work together and bolster pathways to training and employment for residents of HUD housing as a part of the Recovery Act programs. http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2790
- **HUD Notice on Promoting Partnerships to Utilize Housing as a Platform for Improving Quality of Life** – This notice (PIH-2011-51) encourages Public and Indian Housing and Community Planning and Development grantees to forge partnerships to promote resident connections to employment, health care, education, and other social services. The comprehensive notice includes examples of possible partnerships, strategies for developing partnerships, funding sources, helpful links, and sample MOUs. http://portal.hud.gov/hudportal/documents/huddoc?id=pih2011-51.pdf

Information on DOL's ETA Programs & Partnerships for PHAs and Other Partners

- **The Workforce Primer** - DOL's ETA has provided this website to give current and prospective partners a high-level introduction to the public workforce development system. Whether you represent an employer, a labor organization, a community-based organization or another new or prospective partner, you'll find access through this Workforce Primer to dozens of online resources ranging from one-sheets and organizational charts, to recorded webinars and downloadable toolkits. https://primer.workforce3one.org
- **Registered Apprenticeship 101** – The Registered Apprenticeship 101 Breeze Course provides a brief and informative overview of the Registered Apprenticeship system. This course is designed as an outreach tool to better inform employers, educators and other potential partners on the benefits of collaborating with the Registered Apprenticeship system. https://21stcenturyapprenticeship.workforce3one.org/view/3000918251132465663
- **On-the-Job Training (OJT) Toolkit** - This is a training strategy that the workforce investment system can offer local employers and job seekers. This strategy is particularly important during the current economic environment. OJT puts unemployed workers back to work earning a wage while receiving training. Even better, employers can be reimbursed for the costs associated with training this new employee. The OJT Toolkit is developed for State Workforce Agencies and local OJT providers who are beginning or looking to strengthen their OJT. OJT providers include

entities that directly administer OJT. The OJT Toolkit provides you with customizable OJT templates and forms, including outreach materials, contracts, and monitoring documents. Further, OJT Toolkit documents allow you to efficiently implement OJT in your area. https://ojttoolkit.workforce3one.org

- **Federal Bonding** – Persons eligible for bonding services are any at-risk applicant, including: ex-offenders, recovering substance abusers (alcohol or drugs), welfare recipients, other persons having poor financial credit, economically disadvantaged youth and adults who lack a work history, and individuals dishonorably discharged from the military. http://wdr.doleta.gov/directives/corr_doc.cfm?docn=2621
- **Workforce3One** - This is an online library of resources to help workforce leaders and frontline staffs meet the employment and training needs of their communities. Users can share best practices; access virtual training, tools and resources; and join online communities to connect to experts and peers. www.workforce3one.org
- ***The Competency Model Clearinghouse (CMC):*** The CMC is a part of the CareerOneStop suite of Web sites and resources, sponsored by DOL's ETA. The ETA is working with business leaders, educators, and others to create comprehensive and readily accessible industry competency models that document the foundational and technical skills and competencies required for workplace success in economically important industries. The models are a resource to inform discussions among industry leaders, educators, economic developers, and public workforce investment professionals as they collaborate to: identify specific employer skill needs; develop competency-based curricula and training models; develop industry-defined performance indicators; skill standards, and certifications; or develop resources for career exploration and guidance. Sample Industry Competency Models include: Advanced Manufacturing; Automation; Bioscience; Construction – Commercial; Construction – Residential; Energy, Entrepreneurship, Health: Electronic Health Records; Hospitality/Hotel and Lodging; Information Technology; Long-term Care; Supports, and Services; Retail; Transportation; Water Sector. http://careeronestop.org/CompetencyModel
- **Joint Letter in Support of Youth Work Experiences on Public Lands** – This training and employment notice encourages the public workforce investment system to partner with public land management agencies within the U.S. Departments of Interior and Agriculture. http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2988
- **Public Libraries and the Workforce Website** – The Information Museum and Library Services (IMLS) and the ETA Partnership are working together with the Public Library system and their respective stakeholders in fostering partnerships at the local level in support of training library staff on the use of online career tools, sharing of best practices, and promoting American Job Center and Library partnerships at the local level. Furthermore, libraries can offer job seekers free Internet access, convenient hours and locations and knowledgeable staff. www.imls.gov/about/workforce.shtm

Information on HUD's PIH and Other Programs & Partnerships for WIBs and Other Partners

- **Overview of Public Housing** – This is a general resource page that provides a basic overview of the public housing program at HUD.
  www.hud.gov/offices/pih/programs/ph
- **PHA Contact Information** – This search tool allows you to find your local housing authority by state, with an interactive map. Most information on PHAs is available through the local PHA website, which can be found through this search tool.
  www.hud.gov/offices/pih/pha/contacts
- **Housing Authority Profile List** – This list provides general information about public housing authorities. Information is updated by the local PHA.
  www.hud.gov/offices/pih/systems/pic/haprofiles
- **Public and Indian Housing Customer Service** – The customer service center is staffed to answer questions regarding public housing. 1-800-955-2232
- **Resources for PHA Community and Supportive Services** – This site was designed with PHA Community and Supportive Services (CSS) staff in mind and includes: best practices on job training readiness, resident engagement, and Section 3; community building resources; financial literacy/asset building resources; job training and job readiness resources; youth/education resources; and a variety of other links and tools.
  http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/css/resources
- **Section 3** – This web page provides general information about Section 3, including links to Section 3 regulations.
  www.hud.gov/section3
- **Housing Opportunities for Persons With AIDS (HOPWA) Employment Initiative** – The Housing Opportunities for Persons With AIDS (HOPWA) employment initiative was designed to increase grantees' organizational knowledge about employment-related issues for persons with HIV/AIDS. The pilot project served over 400 clients and resulted in 110 new job placements and 79 new local partnerships. The HOPWA program has developed and continues to develop technical assistance tools in partnership with the Department of Labor's Office of Disabilities.
  www.vpi.org/tap/gettingtowork

Job Seeker Tools

CareerOneStop (www.careeronestop.org) is a portal to tools that help job seekers explore careers, investigate salary and benefit information, research education and training opportunities, plan a job search and browse job sites, write and improve resumes and cover letters, and help prepare for a job interview. Highlights of the CareerOneStop website include:

- **mySkillsmyFuture**, enables job seekers and intermediaries to match a worker's occupational skills and experiences with the skills needed in other occupations. www.myskillsmyfuture.org
- My Next Move allows individuals to explore careers and provides an easy-to-read, one-page profile of each occupation highlighting important knowledge, skills, abilities, technologies used, simplified salary and outlook information, and links to find specific training and employment opportunities. www.mynextmove.gov
- **The Worker ReEmployment portal,** designed to assist impacted workers following job loss, and to connect laid-off workers to needed resources for training, reemployment, career planning, financial and emotional help during the process of job transition. www.careeronestop.org/ReEmployment
- **Industry Competency Models** were developed in coordination with business leaders, educators, and others document the foundational and technical skills and competencies required for workplace success in economically important industries. Industry competency models provide a resource for the development of curriculum, certifications, and the tests that assess work-related competencies, and have been developed for industries such as advanced manufacturing, commercial construction, retail, long-term care, and financial services. http://careeronestop.org/CompetencyModel
- **Toll-Free Help Line (1-877-US2-JOBS, TTY: 1-877-889-5627)** provides a full range of basic information about workforce program services for both workers and employers, as well as locations to American Job Centers and other offices, including unemployment insurance assistance. Information is available in over 160 languages.
- **America's Service Locator** connects people to local offices providing employment and training services. It provides maps and driving directions to the nearest American Job Center, and unemployment insurance filing assistance. America's Service Locator has information on more than 20,000 local resources and offices. www.servicelocator.org
- **O*NET OnLine** enhances businesses' hiring and retention efforts and supports workers and students in career planning by accessing key data for identifying and developing workplace skills. www.onetcenter.org

American Job Center

VIRTUAL ONE-STOP CAREER TOOLS

www.CareerOneStop.org

ONLINE TOOLS FOR JOB SEEKERS

www.myskillsmyfuture.org | www.MyNextMove.gov | www.Servicelocator.org | www.onetcenter.org | www.careeronestop.org/ReEmployment/ |

ONLINE TOOLS FOR FRONTLINE STAFF

www.workforce3one.org | www.careerinfonet.org/explore | www.careeronestop.org/competencymodel/|

ONLINE TOOLS FOR EMPLOYERS

www.careerinfonet.org/jobwriter |
www.careeronestop.org/CompetencyModel/ |
https://ojttoolkit.workforce3one.org |
https://21stcenturyapprenticeship.workforce3one.org/view/3000918251132465663 |

Exhibit A – MOU Between BHA and BPIC

MEMORANDUM OF UNDERSTANDING
BY and BETWEEN
THE BOSTON PRIVATE INDUSTRY COUNCIL, Inc.
(serving as Boston's Regional Employment Board and Workforce Investment Board)
With the Agreement of the Chief Elected Official
Thomas M. Menino, Mayor of Boston
AND
BOSTON HOUSING AUTHORITY

The parties to this Memorandum of Understanding ("MOU") are:

1. **The Boston Private Industry Council, Inc.** with offices at 2 Oliver St., Boston, MA 02109 (hereinafter the "PIC" or "Board" or "REB"). The PIC serves as Boston's Regional Employment Board and the Workforce Investment Board pursuant to the provisions of the Workforce Investment Act of 1998, codified at 29 USC ss.2801, et. seq.

2. **The Boston Housing Authority** with offices at 52 Chauncy Street, Boston, MA 02111 (hereinafter, the "BHA" or "Partner") The BHA shall serve as a One Stop Partner for the Boston Workforce Development System.

I. Introduction

The purpose of the MOU is to establish and support a working relationship between the parties in support of the One Stop Career Center system in Boston, pursuant to the implementation of the Workforce Investment Act of 1998 (WIA); and to identify the roles and responsibilities and privileges of each member of the established partnership. Funding for the Boston One Stop Career Center System is established as a part of this document. The parties shall be required to adhere to applicable law regarding the One Stop System

II Mission Statements

A. The PIC

The Mission of the Boston Private Industry Council is to connect the youth and adults of Boston to careers in the mainstream economy. To fulfill this mission, the PIC is established as the Regional Employment Board for the purposes of State law, and as the Boston Workforce Investment Board for the purposes of the Workforce Investment Act of 1998. In these capacities, the PIC oversees and authorizes all public workforce development activity in Boston, in partnership with the Chief Elected Official.

Specifically as regards this MOU, the PIC charters and oversees the development and operation of the several Career Centers in the City of Boston with the agreement of the

Chief Elected Official, and further, negotiates on behalf of the One Stop Career Center delivery system in Boston for the participation in the System of the several partners as identified in WIA, and others as may be designated by State law or regulation, or which may be established through negotiation, with the agreement of the Chief Elected Official.

B. The Partner.

The Mission of the BHA is to provide stable, quality affordable housing for low and moderate income persons; to deliver these services with integrity and mutual accountability; and to create living environments which serve as catalysts for the transformation from dependency to economic self-sufficiency

III. Definitions.

The terms used in this MOU shall have the same meaning as those used in the Workforce Investment Act unless the context clearly indicates otherwise. The definition of terms from the Workforce Investment Act is attached hereto and incorporated herein. In addition, the following terms are defined for the purposes of this MOU:

"The Board" shall mean the Boston Regional Employment Board (REB) that serves as Boston's Workforce Investment Board as defined by WIA, and which is an integral function of the Boston Private Industry Council, Inc.

"Chief Elected Official" means the Mayor of the City of Boston.

"Partner" means an agency of the Commonwealth of Massachusetts, or a group of agencies, or their local designate, or an other entity, identified in WIA sec. 117, codified at 29 USC s. 2832, as being required to participate in the delivery of services through the Career Center System; or any Agency or group of Agencies of the Commonwealth of Massachusetts, or their local designate, which seek to provide services through the Career Center System, and have made or will commit to make a contribution, whether financial or non-financial, to the overall support of the Career Center system in Boston.

"DLWD Information System" shall mean the Massachusetts One Stop Employment System (MOSES) developed and implemented by the Department of Employment and Training.

"Proportional support" means the provision of funding in proportion to the number of customers of the partner served in the Career Center System in Boston in comparison to the total number of customers served in the Career Center System in Boston. In some cases, proportionality may also include a calculation of the relative difficulty of service provided to customers of a particular partner as may be agreed by the signatories.

"Support" means the provision of funding for the operation of one stop career centers. When the direct contribution of funds is prevented by statutory or regulatory conditions

then staff, equipment or other tangible goods and services that contribute to the overall functioning and administration of the Career Center System may be substituted with the approval of the REB.

"The System" means the operation of the chartered One Stop Career Centers in the Boston region

"WIA" means the Workforce Investment Act of 1998, P.L. 105-220, as codified at 29 USC §§ 2801, et seq., and the Regulations issued by the United States Department of Labor pursuant to the Act at 20 CFR part 652 and parts 660 through 671.

IV Roles and Responsibilities of the signatory agencies.

A. Responsibilities of the Board:

The Board shall have those functions and responsibilities as are defined in the WIA, s. 117 (d), as codified in 29 USC s. 2841, and 20 CFR s. 661.230, et seq., without limitation. The Board shall provide System oversight, insure that the data collection and reporting methodologies and processes are managed appropriately, and shall insure that the coordination of the services between the several Career Centers, Partners and other service providers is functional. The Board shall develop the Boston WIA five year plan, charter the various Career Centers, and negotiate performance standards for the System, in partnership with the chief elected official. The Board requires that the System functions in a way that supports continuous quality improvement in all elements of the operations

The Board shall establish policy and procedures for the administration of the System, and shall authorize any activity performed in the System.

B. Responsibilities of the Partner.

1. Funding

The BHA shall contribute a fair share of Proportional Support to the System, in addition to any contracts, agreements or other memoranda providing service to specific groups of individuals. Specifically, the BHA's fair share of Proportional Support shall be **$40,000.00** for the term of this MOU for the operation, administration and service provision of the System. Such contribution shall be made in two equal installments, the first installment to be made at the beginning of the Term of this MOU, and the second installment to be made six (6) months after the MOU is executed.

2. Additional Responsibilities.

The Partner shall work with the Board to insure that the effectiveness of the Career Center System is enhanced by the Partnership.

C. Methods of Referral between the Partner and the various Career Centers.

Customers are to be referred from the Partner to Career Center as follows: The Boston Housing Authority staff and/or their designees shall make referrals to any and all of the various Career Centers in a manner best meeting the residents' needs.

V. Services to be Provided by PIC.

A. Employment-Related Services

PIC shall ensure that the Career Centers shall provide employment-related service to the customers of the Partner agency in accordance with this MOU. These include any of the following, as may agreed to by the Career Center and the Partner and the Customer, and other services may be negotiated in addition to these:

i Assessment of Customer Needs
ii Career Planning
iii Aptitude Testing
iv Job Search Activities, commensurate with the Customer's need and ability
v Job development and job placement
vi Referral to training when and where warranted by the Customer's needs and ability
vii Career Counseling
viii Appropriate follow-up activities subsequent to placement.

B. Employer-Related Services

PIC shall ensure that each Career Center shall provide services to employers. Pursuant to negotiations, the Career Centers may make any of the following activities available to employers on behalf of the State Agency Partner:

i Initial interviewing to identify needs
ii Customer action planning
iii Access to the Career Center database
iv Tailoring of Labor Market information to the needs of the employer
v Screening of applicants
vi Referral services

C. Economic Development & Supportive Services (EDSS)- Related Services

In addition to the above-mentioned services to be provided by the Career

Centers to the Partner's customers, PIC shall ensure that the following services are provided:

i. 3 Job Fairs annually to be held at a BHA-identified site but not limited to BHA resident attendance.

ii. 3 Training Fairs annually to be held at a BHA-identified site but not limited to BHA resident attendance.

iii Resource Workshop to educate and inform BHA staff on the full array of services and service providers, including but limited to Department Of Labor programs. Department of Health and Human Services programs. Ticket to Work, Empowerment Zone and Youth Opportunity Initiatives.

iv. Introduction to Labor Market to be presented as a workshop with information on what is available and where and how to access it. The presentation would include specific information on expanding employment opportunities in the Boston area and information on employment requirements and salary ranges.

VI. Reporting.

A. The Board, through the Career Center will use existing state reporting systems to provide necessary and appropriate information to partner agencies Partner agencies are responsible to ensure that the DLWD Information System contains all of the necessary data elements to meet federal and state requirements

B The Board, through the Career Centers, will prepare a limited number of special reports related to direct customer service activity at the Career Centers. The frequency and content of these reports will be agreed to by the Career Centers and the BHA, and that written agreement will become a part of this Memorandum of Understanding.

C. The staff of the Partner and of the various Career Centers may meet on an agreed upon regularly scheduled basis to ensure the smooth flow of information and coordination of activity that is an important element of integrated and coordinated service activity.

VII. Oversight and Monitoring.

A. The Boston One Stop Career Centers are chartered by the Boston Regional Employment Board, with the agreement of the Chief Elected Official The Career Center Committee of the Board has the primary responsibility for the oversight and evaluation of Career Center services.

B. The Board and the various Career Centers recognize that partners have oversight and monitoring responsibilities for the funds used to provide service to identified customer groups The Board and the various Career Centers will work with partners

to develop a coordinated monitoring schedule and process that will insure access to all appropriate records as required to fulfill this oversight responsibility

C The Partner agrees to work with the Commonwealth's Department of Labor and Workforce Development to develop a monitoring process that is integrated into the overall monitoring process for each Career Center. This coordinated process recognizes the need for each Career Center to provide service to a wide array of customers who are receiving services from a variety of state agencies concurrently with the services and/or sequencing thereof provided by the Career Center The Coordinated monitoring process will allow the Career Centers to meet the individual needs of partner agencies while limiting the frequency of duplicative monitoring visits

VIII. Duration, Amendment and Termination of the MOU.

A Duration This MOU shall be in effect from July 1, 2001 up to and through June 30, 2002.

B. Amendment. This MOU focuses on the delivery of specific services, and it may be amended with the agreement of both parties as these services are further articulated. It may be amended at any time through negotiation between the parties to incorporate any language that may improve the provision of service to customers, and which may enhance the effectiveness of the partnership, or which may be required by changes in Federal or State statutes or regulations. Additionally, the MOU may be changed to incorporate changes required by legislation, regulation, or policy. All such amendments shall be in writing, signed by all parties

C. Termination. Either party to this MOU may withdraw from the partnership for any reason by presenting the other party with written notice delivered to the other party at least sixty (60) days in advance of the effective date of withdrawal, indicating the party's intent to abrogate the MOU Each party may demand restitution for any loss incurred by the withdrawal of the other.

IX. Liability

The Parties enter into this MOU strictly for the purpose of and to the extent set forth in this MOU PIC's relationship to the BHA for the purpose of services to be performed under this MOU shall be that of an independent contractor. PIC shall have no capacity or authority to involve the BHA in any contract or to incur any liability on behalf of the BHA. In no event shall the BHA be held liable as an employer or otherwise for any personal injury to or death of the PIC's principals, employees, agents and/or representatives occasioned by or resulting from the PIC's performance under this MOU.

X. Severability.

The provisions of this MOU are severable and, in the event that any section or portion of a section shall be determined by a court or agency of competent jurisdiction to be invalid, the remaining provision shall remain in force to the fullest extent possible.

XI. Additional Rights.

Nothing in this Memorandum of Understanding shall be construed in a way which limits the right of the System or any individual Career Center, or the Board or any Partner to develop, provide, implement or evaluate any service in addition to those enumerated above. Likewise, the BHA may identify and negotiate any service in addition to the Core Services that shall be provided to the customers either under the terms of proportional support, or to be supported by a fee for the particular service.

XII. Notices.

All notices required pursuant to this MOU shall be delivered by hand or by first class mail, postage prepaid, if to the PIC at: 2 Oliver Street, Boston, MA 02109, attention Neil Sullivan, Executive Director. If to the BHA: Boston Housing Authority, 52 Chauncy Street, Boston, MA 02111, attention Ron Marlow, Director of Community Services Department.

In witness whereof, the parties hereto have executed this Memorandum of Understanding on the 21st day of JUNE, 2001.

For the Boston Private Industry Council:

Name: Neil Sullivan
Title: Executive Director

For the Boston Housing Authority:

Sandra B. Henriquez, Administrator

Exhibit B – MOU Between BPIC and BHA Amending Previous MOU

MEMORANDUM OF UNDERSTANDING BY AND BETWEEN
THE BOSTON PRIVATE INDUSTRY COUNCIL, Inc.
AND BOSTON HOUSING AUTHORITY
AMENDMENT NO. 6 TO CONTRACT NO. 9141

Reference is made to that certain Memorandum of Understanding ("Agreement"), made by and between **THE BOSTON PRIVATE INDUSTRY COUNCIL Inc.,** Boston's Regional Employment Board and the Workforce Investment Board pursuant to the provisions of the Workforce Investment Act of 1998, with its principal place of business at 2 Oliver Street, Boston, Massachusetts ("PIC") and **BOSTON HOUSING AUTHORITY**, a public body politic and corporate organized and existing under Chapter 121B of the General Laws of the Commonwealth of Massachusetts and Chapter 88 of the Acts of 1989, with a central office at 52 Chauncy Street, Boston, Massachusetts ("BHA"), under date of June 21, 2001, and numbered in the records of the BHA as Contract No. 9141 (the "Agreement" or "Contract").

WHEREAS, the Agreement term commenced on July 1, 2001 and amended to terminate on June 30, 2008; and

WHEREAS, the parties mutually agree to extend the term of the Agreement to June 30, 2011; and

WHEREAS, the parties mutually agree to modify the Services to be Provided by PIC to include those services outlined in the Letters of Support for the HOPE VI funds to revitalize Washington-Beech development, the Public Housing Family Self-Sufficiency Program, and the ROSS 2008 Service Coordinator Program.

NOW THEREFORE, the parties have agreed as follows:

1. To amend that portion of the Agreement entitled "VIII(A) Duration" by deleting Article VIII(A) thereof in its entirety and substituting in place thereof the following:

"A. Duration. The term of this MOU shall commence on July 1, 2001 and terminate on June 30, 2011, notwithstanding any term, provision or directive to the contrary."

2. To amend that portion of the Agreement entitled "V. Services to be Provided by PIC" by adding the following:

(D)Those services described in the letters of support for HOPE VI for Washington Beech, Public Housing Family Self-Sufficiency Program, and the Resident Opportunity & Self-Sufficiency (ROSS) Coordinator Program, attached hereto and incorporated herein as Exhibit A, and as further described as follows:
(i): The PIC shall provide in support of the HOPE VI grant for Washington Beech development through programs that the PIC offers and sponsors (1) After school and summer job opportunities to 50 students enrolled and attending Boston Public High Schools or alternative high school programs; (2) Career Center job search support and services to 40 adult residents of Washington Beech. In addition, 20 residents will be able to access adult skills training programs.
(ii) The PIC shall provide in support of the Public Housing Family Self Sufficiency (FSS) Program, Career Center job search services to adult residents in the FSS Program.

(iii) The PIC shall provide in support of the Resident Opportunity and Self-Sufficiency (ROSS) Service Coordinator Program, Career Center job search and services to 300 adult residents participating in the ROSS Program."

3. All other terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals this 9th day of June, 2009.

FOR BOSTON HOUSING AUTHORITY

BY: _____
Sandra B. Henriquez
Administrator/CEO

FOR THE BOSTON PRIVATE INDUSTRY COUNCIL, Inc.

BY: _____
Neil Sullivan
Executive Director

Exhibit C – MOA between BHA and Asian American Civic Association

MEMORANDUM OF AGREEMENT

BOSTON HOUSING AUTHORITY AND

ASIAN AMERICAN CIVIC ASSOCIATION

JOB TRAINING PROGRAM

BHA JOB NO. 0636-01

This MEMORANDUM OF AGREEMENT (the "Agreement") dated as of this ____ day of _____, 2011, by and between the BOSTON HOUSING AUTHORITY, a public body politic and corporate organized and existing under Chapter 121B of the General Laws of the Commonwealth of Massachusetts ("M.G.L.") and Chapter 88 of the Acts of 1989, with its principal office located at 52 Chauncy Street, Boston, Massachusetts 02111 (the "BHA"), and ASIAN AMERICAN CIVIC ASSOCIATION, INC., a Massachusetts not-for-profit corporation organized and existing under M.G.L. Chapter 180, with its principal office located at 87 Tyler Street, 5th Floor, Boston, Massachusetts 02111 (the "Contractor").

RECITALS

WHEREAS, the BHA is a public housing authority that provides housing to numerous low-income residents in public housing and through Section 8 leased housing vouchers ("BHA Residents");

WHEREAS, BHA Residents and other low-income individuals are eligible for certain training and employment opportunities pursuant to Section 3 of the HUD Act of 1968, as amended, and the Section 3 Regulations at 24 CFR Part 135 (collectively, "Section 3"); and

WHEREAS, the Contractor runs a Building Energy Efficient Maintenance Skills job training program ("BEEMS"), which is a 22-week training program designed to train "green-collar" building maintenance and weatherization workers; and

WHEREAS, the BHA and the Contractor desire to work together to recruit up to 12 BHA Residents and other low/very low income individuals eligible for Section 3 training and employment ("Section 3 Participants") as candidates for enrollment in BEEMS and to place at least 5 successful graduates of BEEMS into employment at the BHA as Contract Janitor Groundskeeper with a starting salary of $10.48 per hour.

NOW THEREFORE, in consideration of the foregoing, and for other good and valuable consideration, the receipt of which is hereby acknowledged by the parties, the parties agree as follows:

1. Term and Renewal. The initial term of this Agreement shall commence on April 1, 2011 and shall automatically terminate and expire on October 31, 2012 (the "Initial Term"). Within thirty (60) days of the expiration of the Initial Term or any renewal term thereafter, the parties may extend this Agreement for an additional twelve (12) month term (each, a "Renewal

Term") by written agreement between the parties specifically referencing this Agreement or any subsequent renewal thereof.

2. Scope of Services. Contractor shall provide BHA with the following services (the "Services"):

(a) Enroll and train in BEEMS up to twelve (12) Section 3 Participants during the Initial Term. In the initial enrollment, the Contractor will enroll and train five Section 3 Participants, at least three of whom shall be BHA Residents. In subsequent enrollments, there will be an additional seven slots for which Section 3 Participants will be eligible to apply. These subsequent enrollments are contingent on employer hiring commitments, either at BHA, BHA-affiliated maintenance contractors, or other AACA employer partners.

(b) Work closely with BHA staff to engage in outreach and recruitment activities of Section 3 Participants, with a focus on BHA Residents, for enrollment in BEEMS. This may include, but is not limited to, participation in career fairs, posting flyers, and giving presentations at development sites and community centers.

(c) Assess, interview, and select appropriate candidates from the Section 3 Participants for BEEMS.

(d) Provide training through BEEMS, which includes 17 weeks of technical and soft skills training and 5 weeks of internship.

(e) Provide case management services, and when necessary, coordinate case management services with BHA case managers.

(f) Work closely with BHA staff to facilitate screening, matching, and placement of successful BEEMS graduates into maintenance-related positions at BHA and elsewhere.

(g) Provide two years of post-placement retention services to BEEMS graduates to help ensure job retention and career growth.

(h) upon the written request of BHA, to the extent legally permissible under the terms, conditions, and funding stipulations of any applicable rule, law, administrative procedure, or grant, and as promptly as practicable, provide BHA with compiled information with respect to BHA Residents participating in BEEMS (including without limitation, statistics on placements, attendance, and assessments).

3. BHA Responsibilities. BHA shall:

(a) Work closely with the Contractor's recruitment coordinator to outreach and recruit Section 3 Participants, with a focus on BHA Residents, for enrollment in BEEMS. This may include, but is not limited to, arranging meetings and presentations with resident services staff and tenant organizations and distributing flyers and other marketing materials.

(b) Notify the Contractor of upcoming Contract Janitor Groundskeeper job openings (not required to be filled pursuant to the Collective Bargaining Agreement between the Labor's Local Union #367 and BHA) and work closely with the Contractor's employment specialist to screen, match, and place successful BEEMS graduates into Contract Janitor Groundskeeper positions within BHA.

(c) Hire, at a minimum, five Section 3 Participants who are BEEMS graduates (at least three of whom shall be BHA Residents) into employment as Contract Janitor Groundskeeper with a starting salary of $10.48 per hour. The hiring of BEEMS graduates is contingent upon the training schedule proceeding as outlined above.

(d) Work with the Contractor's staff to encourage additional employers, such as private management companies, particularly private management companies under contract with the BHA, to hire Section 3 Participants who are BEEMS graduates.

(e) When necessary, work with the Contractor's Case Manager to provide limited assistance in case management services to BHA Residents who are enrolled in BEEMS to ensure successful completion of BEEMS.

4. Reserved.

5. Reserved.

6. Termination. This Agreement may be terminated in any of the following ways: (a) by mutual agreement of the parties; (b) immediately upon written notice by either party in the event that the other party is no longer authorized to perform its obligations by any operation of law, including, without limitation, the filing of a petition in bankruptcy either by or against such party, or in the event that either party is causing immediate danger to the staff, residents, or property of the other; (c) upon thirty (30) calendar days written notice by either party for any reason; or (d) upon thirty (30) calendar days written notice by either party in the event of a material breach of this Agreement uncured upon thirty (30) days written notice thereof (the "Notice Period"). In the event of a breach pursuant to this Paragraph 6, the breaching party shall have the opportunity to cure such breach within the Notice Period; and, in the event that the breaching party either (x) effects a cure or (y) has undertaken promptly and continuously to effect a cure and such cure is effected within a reasonable time thereafter, then the notice of termination from the non-breaching party shall be without effect. For the purposes of this Paragraph 6, "breach" of this Agreement includes, without limitation, (a) the repeated violation or systematic failure to comply with any material term of this Agreement, or (b) the manifestation of an anticipatory intention not to perform the obligations imposed by this Agreement.

7. Designation of Representatives. The parties designate the following individuals as their representatives for the purpose of administering this Agreement:

(a) For BHA:

(b) For Contractor:

8. Notice. All notices and other communications required or permitted by this Agreement shall be in writing and shall be deemed given if delivered by hand or mailed by registered mail or certified mail, return receipt requested or by a nationally recognized overnight courier, to the appropriate party at the following address (or such other address for a party as shall be specified by notice pursuant hereto):

(a) If to BHA:

With copy to:

(b) If to Contractor:

With copy to:

For the convenience of the parties, either party may contact the other party by email or fax, but official notice shall require follow-up notice in writing pursuant to this paragraph 8.

9. Insurance Requirements. Contractor shall at all times throughout the term of this Agreement carry, and require its contractors and subcontractors to carry, the following insurance coverages in the stated form and/or amounts:

(a) Commercial General Liability. Contractor shall carry and maintain Commercial General Liability Insurance with limits not less than $1,000,000 per occurrence and $2,000,000 general aggregate, covering all work performed under this Agreement. All policies affording such coverage shall name BHA as an additional insured.

(b) Commercial Automobile Liability. The Contractor represents that it and its students participating in the Project will not bring any motor vehicles onto the Developments. If, in the future, the Contractor determines that it needs to bring motor vehicles onto the Developments, it shall so notify the BHA, and it shall carry and maintain Commercial Automobile Liability insurance covering all owned, hired and non-owned autos with limits not less than $1,000,000 per occurrence for bodily injury and $1,000,000 per occurrence for property damage. All policies affording such coverage shall name BHA as an additional insured.

(c) Worker's Compensation/Employer's Liability Insurance. Contractor shall carry and maintain Workers' Compensation Insurance as provided by M.G.L. Chapter 152, as amended, covering all work performed by it under this Agreement and/or any other project plan initiated with the BHA. The Workers' Compensation insurance must also include Employer's Liability coverage.

(d) Subcontractor Insurance. In the event BHA authorizes Contractor to utilize any subcontractor and/or subconsultant to perform any of the Services, Contractor shall require any such subcontractor, subconsultant, and/or professional employed and/or engaged by Contractor to carry Commercial General Liability, Commercial Automobile Liability, and Workers' Compensation/Employer's Liability insurance with the same limits, scope of coverage and other provisions as described herein. The Commercial General Liability and Commercial

Automobile Liability coverage shall name Contractor and BHA as additional insureds. Contractor shall obtain and keep on file certificates of insurance that show that the subcontractor, subconsultant, and professional are so insured.

(e) Miscellaneous Requirements. All policies of insurance required hereunder shall be issued in a form and type acceptable to BHA. Concurrent with the execution of this Agreement, Contractor shall provide BHA with certificates of insurance, in forms satisfactory to BHA, evidencing the above required insurance coverages. Such certificates of insurance shall be attached to this Agreement as Exhibit A and made a part hereof. Concurrent with the expiration dates of any policies providing insurance coverage required under this Agreement, Contractor shall provide BHA with new certificates of insurance evidencing renewal or replacement of the required coverages. Certificates of insurance evidencing the Commercial General Liability and Commercial Automobile Liability coverages must indicate that the BHA is named as an additional insured on all policies providing such coverage. All certificates of insurance must be sent to: Boston Housing Authority, Risk Management Department, 52 Chauncy Street, Boston, MA 02111. Failure to maintain insurance coverage as required by this Agreement shall be deemed to be a material breach of this Agreement.

(f) Personal Property Insurance. Contractor may, at its own expense, carry and maintain insurance to cover its own personal property, furniture, fixtures, machinery, and supplies used in the performance of the Services.

10. Assumption of Risk. Contractor agrees to provide the Services at its own risk and liability. BHA shall have no responsibility or liability for any loss or damage to personal property or fixtures of Contractor or its subcontractors.

11. Release by Participants. BHA Residents enrolled in BEEMS shall provide a release to the BHA in the form attached to this Agreement as Exhibit B.

12. Release by Contractor. The Contractor, on its behalf and on behalf of its officers, employees, and agents acting on its behalf, hereby releases the BHA, its officers, employees, and agents from any and all actions, damages, and other claims, in law or in equity, which the Contractor, its officers, employees, and agents may have against the BHA, its officers, employees, and agents for loss of life, personal injuries, damage to real or personal property, or other loss arising, directly or indirectly, from any act or omission of the BHA with respect to this Agreement. The release under this Paragraph 12 shall survive termination or expiration of this Agreement.

13. Indemnification. The Contractor shall defend, indemnify, and hold harmless the BHA, its officers, employees, and agents from and against all claims, causes of action, suits, losses, damages, fines, and expenses arising from its performance under this Agreement. The foregoing express obligation of indemnification shall not be construed to negate or abridge any other obligation of indemnification running to each party that might exist. The obligations of indemnification under this paragraph 13 shall survive termination or expiration of this Agreement.

14. Holder Agreement. Contractor agrees that, as a result of its activities under this Agreement, Contractor and/or its employees, representatives, subcontractors, subconsultants, contractors, and/or agents ("Holders") may be and become "holders" of "personal data" as such terms are defined by M.G.L. Chapter 66A, and that information containing any such personal data will be placed in a system which reasonably assures the confidentiality of the personal data. In its use and maintenance of personal data Contractor shall not disseminate or publish any data provided (except to BHA's or Contractor's designated officers and employees in the ordinary course of business) without the informed consent of the data subject and BHA, or as permitted by law. Contractor further agrees that, upon the expiration of this Agreement, any such data collected shall, as the BHA directs, be either returned to BHA or destroyed, provided, however, that Contractor may retain a copy of such tangible information for compliance and/or archival purposes. The requirements of this paragraph 14 shall remain in effect as long as the Holders are a holder of personal data under this Agreement. Contractor's responsibilities under this Paragraph 14 shall survive the expiration or termination of this Agreement.

15. Binding Agreement. This Agreement is binding on the parties' officers, employees, agents, principals, successors, and assigns.

16. Compliance with Law. Contractor shall comply with all applicable provisions of local, state, or federal law, regulation, or ordinance.

17. Authority. The parties hereto represent and warrant each to the other that they have the authority to enter into this Agreement and that the person executing this Agreement for each is duly authorized to do so.

18. No Assignment. This Agreement may not be assigned, or otherwise transferred by Contractor, without the express prior written consent of BHA.

19. Complete Agreement. This Agreement represents the final, complete and exclusive written expression of the intentions of the parties hereto with respect to its subject matter, and supersedes any and all previous communications, representations, agreements, promises or statements, either oral or written, by or between the parties.

20. No Modification. This Agreement may not be modified, except by written agreement executed by both the parties.

21. Independent Contractors. The parties are acting herein as independent contractors and independent employers. Nothing herein shall create or be construed as creating a partnership, joint venture, or agency agreement between the parties and no party shall have the power to bind the other in any respect.

22. Governing Law; Venue. It is the intention of the parties that the internal laws of the Commonwealth of Massachusetts shall govern the validity of this Agreement, and the interpretation of the rights and duties of the parties hereunder. All actions arising under or as a result of this Agreement shall be brought in the state or federal courts located in Boston, Massachusetts.

23. Counterparts. This Agreement may be executed in one or more counterparts (including by telecopy), each of which, when so executed and delivered, shall be deemed to be an original, but all of which shall together constitute one agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as a sealed instrument as of the date first above written.

THE BOSTON HOUSING AUTHORITY

By: _____
Name:
Title: Administrator

ASIAN AMERICAN CIVIC ASSOCIATION, INC.

By: _____
Name:
Title: Executive Director

Exhibit D - Participant Release Form for Job Training Program Between BHA and Asian American Civic Association

PARTICIPANT RELEASE
BY BHA RESIDENTS

BOSTON HOUSING AUTHORITY AND
ASIAN AMERICAN CIVIC ASSOCIATION
BUILDING ENERGY EFFICIENT MAINTENANCE SKILLS (BEEMS)
JOB TRAINING PROGRAM

I hereby release the Boston Housing Authority and Asian American Civic Association and their officers, employees, and agents from all liability in connection with any actual, potential, or possible loss of life, personal injuries, damage to real or personal property, or other loss arising, directly or indirectly, from any act or omission of the BHA or AACA related to my enrollment in BEEMS.

Participant Signature: _____

Participant Name: _____

Date: _____

Exhibit E – MOU Between the Housing Authority of Portland and the WorkSource Portland Metro System

Memorandum of Understanding
Housing Authority of Portland Partnership with the WorkSource Portland Metro System

The purpose of this Memorandum of Understanding is to define the roles and responsibilities of Worksystems, Inc. (WSI) and Housing Authority of Portland (HAP).

VISION

The vision for this partnership is creating a coordinated system that aligns resources and services so that job seekers have access to the range of support and assistance they need to achieve economic independence. The system alignment goals of the partnership are: 1) to build upon the strengths of each partner to ensure high-need customers have the supports they need to reach success; and, 2) to provide technical assistance so that HAP staff will become proficient in creating and implementing career plans with their customers that successfully connect them to WorkSource resources. The primary program goal is to assist program participants to find quality, living-wage employment.

WORKSYSTEMS' RESPONSIBILITIES

Acting on behalf of the WorkSource system, WSI agrees to the following:

1. Develop and deliver training for HAP staff covering:
   - Services offered through WorkSource and process for accessing services
   - Career Mapping and Resource Planning process
   - Prosperity Planner
   - Using I-Trac database to monitor performance
2. Designate a WorkSource Liaison who will provide training and on-going technical assistance about developing career plans and using the WorkSource system to implement them, and assist with problem-solving for the duration of the program. Costs associated with this will be shared between WSI and HAP, as outlined in a separate contract.
3. Set aside WorkSource Center resources that are dedicated for HAP.
4. Provide on-going updates about WorkSource Center resources, processes, and performance objectives.
5. Provide reports and/or access to customer data, as needed.
6. Convene partners to evaluate the partnership on a regular basis.
7. Ensure the following WorkSource resources are reserved for the 36 HAP program participants enrolled in the Paul G. Allen Family Foundation grant and work jointly with HAP staff to meet these goals:
   - 36 individuals will complete the Welcome (enrollment) process at WorkSource;
   - Individuals will access 36 workshops and one-on-one staff assisted services*;
   - A total of 48 opportunities will be available for individuals to participate in internships, Occupational
   - Skills Training programs, and/or On-the-Job Training programs, as appropriate.*

*Some individuals may access more than one service.

8. Ensure the following WorkSource resources are reserved for other HAP program participants and work jointly with HAP staff to meet these participation goals:

- 150 individuals will complete the Welcome (enrollment) process at WorkSource;
- Individuals will access 350 workshops and one-on-one staff assisted services;*
- Individuals will participate in 60 Workplace Math, Workplace ESL, and Workplace Computer classes;*
- A total of 47 opportunities will be available for individuals to participate in internships, ABE/GED classes, Short-Term Skills training, Occupational Skills Training programs, and/or On-the-Job Training programs*.

*Some individuals will access more than one service.

HAP'S RESPONSIBILITIES

Priority access is reserved for organizations that are dedicated to supporting and promoting the use of the WorkSource system by a significant number of their program participants. In the 2010-2011 program year, HAP will:

1. Refer 186 individuals in WorkSource Center to complete Welcome Process and at least one other product (workshop or one-on-one session);
2. Engage 186 individuals in a comprehensive career development plan implemented through WorkSource. These individuals will participate in Career Mapping and Planning Sessions (at HAP site). HAP staff will promote the utilization of WorkSource services to support each individual's plan.
3. Designate staff members to provide intensive case management to targeted program participants interested in finding employment through WorkSource, and meet with WorkSource Liaisons regularly.
4. Ensure designated staff member participates in training about the WorkSource Center products, the training application process, and Career Mapping and Resource Planning.
5. Ensure staff members participate in I-Trac database training, and sign and submit all required confidentiality agreements.
6. Identify HAP participants who are stabilized and ready to move toward an employment goal.
7. Ensure staff members collect signed Release of Information forms from participants to allow for exchange of pertinent information between HAP and WorkSource staff.
8. Provide guidance about the full range of WorkSource center services available to participants interested in accessing WorkSource products.
9. Facilitate the Career Mapping workshop for all job seekers interested in engaging in skill development activities through WorkSource.
10. Develop individual Career and Resource Plans with each job seeker interested in engaging in WorkSource skill development activities.
11. Follow-up with customers during engagement with WorkSource skill development and employment services; assist with the completion of pre-requisites for training, as needed.
12. Provide on-going case management, resource coordination, support services and transition support to HAP participants served through WorkSource.
13. Share costs associated with WorkSource Liaison services, as outlined in a separate contract.

OUTCOME GOALS

HAP and Worksystems will jointly work to reach the following outcomes:

1. 30-40% of households will gain employment or increase employment within two years of enrollment.
2. 30-40% of participants will increase their income by 10-25% within two years of enrollment.
3. 25% of households will complete occupational or vocational training.
4. 10% of households will give up their housing subsidy within two years of enrollment.
5. 25% of households will receive decreased subsidy within two years of enrollment.
6. Total subsidy expended for participating households over a three Year period will be less than total subsidy expended for a control group defined by HAP.

This Agreement is in effect from the date signed through _____.

PROGRAM CONTACTS

For WORKSYSTEMS

Name
Title
Email Address
Telephone

For HAP

Name
Title
Email Address
Telephone

EXECUTION

For Worksystems

_____ _____

Authorized Signature Date

For HAP

_____ _____

Authorized Signature Date

Notes

[1] The Ticket to Work Program provides most people receiving Social Security benefits with choices for receiving employment services. SSA issues tickets to eligible beneficiaries who then assign those tickets to an EN to obtain employment services, vocational rehabilitation services, or other vocational support services. For more information, please visit: http://ssa.gov/work/aboutticket.html.

[2] A definition of each target population for the purposes of the ETJD is:

- Non-custodial Parents. Low-income (As defined in WIA Title I, subtitle A, section 101 (24) and (25), non-custodial parents are divorced, separated, or never-married adult parents, ages 18 and over, who are not the primary physical custodian of their child(ren) and who either have a child support order in place or agree to start the process of establishing an order within 30 days after enrollment in the ETJ program.
- Ex-Offenders. Ex-offenders are adult offenders, ages 18 and older who have been convicted as an adult under Federal or State law, and who have never been convicted of a sex-related offense, and who have been released from a Federal or State prison within the past 120 days.

[3] The Economic Development & Supportive Services (EDSS) grant is no longer available.

[4] Tenant based housing vouchers, also known as Section 8 refers to the Housing Choice Voucher program offered through HUD and local PHAs. The program assists vulnerable families and individuals in affording decent, safe and sanitary housing in the private market. For more information, please visit: http://portal.hud.gov/hudportal/HUD?src=/topics/housing_choice_voucher_program_section_8.

[5] MTW is a demonstration program for PHAs that provides them the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families. MTW gives PHAs exemptions from many existing public housing and voucher rules and more flexibility with how they use their Federal funds. MTW PHAs are expected to use the opportunities presented by MTW to inform HUD about ways to better address local community needs. For more information, please visit: http://www.hud.gov/offices/pih/programs/ph/mtw.

[6] BTOP is a grant made possible from the American Recovery and Reinvestment Act and administered through the U.S. Department of Commerce. For more information, please visit: http://www2.ntia.doc.gov.