

Sample Partnership with Labor Management Organization Memorandum of Agreement

MEMORANDUM OF AGREEMENT Urban Construction Industry Partnership

This MEMORANDUM OF AGREEMENT is hereby made and entered into by The Providence Plan (ProvPlan), YouthBuild Providence (YouthBuild), BuildRI, and Making Connections Providence (MCP).

A. PURPOSE:

The purpose of this Memorandum of Agreement is to declare a mutual interest and desire to participate as a partner in the Urban Construction Industry Partnership (UCIP) application that will be submitted to the Governor's Workforce Board Rhode Island, and to identify the roles, responsibilities, and decision-making powers that each party will perform should the UCIP be selected as funded project.

B. STATEMENT ON VISION:

As partners, we are committed to the vision that the construction industry represents a unique opportunity for low-income, low-skilled Rhode Islanders to move into a fast-growing employment sector with significant economic opportunities. Through the Urban Construction Industry Partnership, our organizations will work to create establish a neighborhood pipeline in which minority residents from Providence's urban communities will gain access to employment in construction. In addition, we will work with other employers, unions, owners, and developers to create systems that expand opportunities for apprentices.

C. PARTNERSHIP PRINCIPLES:

As partners, we acknowledge and agree to operate under certain conditions. We will:

- Design and implement an industry partnership with the goal of providing new opportunities for residents in construction while meeting the future needs of employers and developers.
- Make decisions through consensus among individuals who are empowered by their organizations.
- Operate under a set of core values that emphasizes trust, respect, transparency, and inclusiveness.
- Promote effective communication strategies and feedback loops at all levels within the partnership.
- Use performance management standards that demonstrate partners' accountability for their actions.
- Expect partners to take ownership for delivering the objectives for which they are responsible.
- Build a culture of shared learning and take advantage of opportunities to share in each other's work.
- Work with institutional partners to promote systems reform within the field of workforce development.
- Celebrate and publicize success and work together to overcome continuing barriers.
- Explore opportunities to expand our partnership to additional employers, developers, and other organizations that focus on workforce development.

D. ROLES AND RESPONSIBILITIES OF PARTIES:

1. PROVPLAN SHALL:

- a. Function as a Partner in the UCIP and appoint one representative and one alternate who can attend UCIP meetings and act on behalf of the organization on matters related to the operation of the project.

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- b. Serve as the coordinating entity of the UCIP and be identified as the lead applicant in the Industry Partnership Application submitted to the Governor's Workforce Board.
- c. Operate as the administrative and fiscal agent for the UCIP, and complete all programmatic and financial reports as required by the Governor's Workforce Board.
- d. Serve as the employer for all project-related staff members and provide appropriate supervision, technology, and clerical support to staff members.
- e. Enter into cooperative agreements with third-party contractors, as needed, to provide technical assistance to partners in accordance with our neighborhood pipeline special project.
- f. Work with other partners during the first phase of implementation to establish a set of guidelines that will include operating procedures, the selection of a chairperson, and other applicable rules.

2. YOUTHBUILD PROVIDENCE

- a. Function as a Partner in the UCIP and appoint one representative and one alternate who can attend UCIP meetings and act on behalf of the organization on matters related to the operation of the project.
- b. Provide technical assistance to the UCIP in designing and implementing construction-based workforce training program for minority residents in an urban setting.
- c. Facilitate arrangements with organizations that may provide pre-placement services for participants such as GED, English-language classes, driver's education, etc.
- d. Provide the physical space to support the neighborhood pipeline special project.
- e. Assist in developing screening, intake, and assessment tools to identify which participants are best suited for the pilot phase of the neighborhood pipeline special project.
- f. Work with other partners during the first phase of implementation to establish a set of guidelines that will include operating procedures, the selection of a chairperson, and other applicable rules.

3. BUILDRI

- a. Function as a Partner in the UCIP and appoint one representative and one alternate who can attend UCIP meetings and act on behalf of the organization on matters related to the operation of the project.
- b. Represent 500 local area contractors and 17 local construction unions with a membership level that exceeds 10,000 workers.
- c. Coordinate the public awareness campaign associated with the UCIP and the neighborhood pipeline special project.
- d. Conduct outreach with owners and developers and assist in process to change bid documents to require greater utilization of apprentices in conjunction with our neighborhood pipeline special project.
- e. Assist in developing the assessment criteria process that will be used as part of the pre-placement activities associated with the neighborhood pipeline special project.
- f. Provide training (through building trade apprenticeship programs) to participants. This training is independently financed and will occur following the placement of individuals by UCIP project staff.
- g. Work with other partners during the first phase of implementation to establish a set of guidelines that will include operating procedures, the selection of a chairperson, and other applicable rules.

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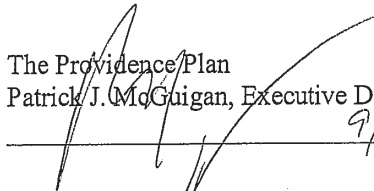
4. MAKING CONNECTIONS PROVIDENCE

- a. Function as a Partner in the UCIP and appoint one representative and one alternate who can attend UCIP meetings and act on behalf of the organization on matters related to the operation of the project.
- b. Offer technical assistance to the UCIP on the successes and lessons learned from other industry partnership models throughout country such as PortJobs in Seattle, Washington.
- c. Offer technical assistance to the UCIP on the design, implementation, and evaluation of neighborhood pipeline workforce development models.
- d. Conduct outreach and recruitment for prospective participants in the neighborhood pipeline special project.
- e. Provide financial resources to support the development of the UCIP and the neighborhood pipeline special project – resources will be used to leverage funds from Governor’s Workforce Board and United Way of Rhode Island.
- f. Work with other partners during the first phase of implementation to establish a set of guidelines that will include operating procedures, the selection of a chairperson, and other applicable rules.

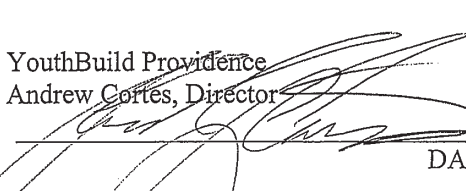
E. DECISION-MAKING WITHIN THE URBAN CONSTRUCTION INDUSTRY PARTNERSHIP:

- a. All signatories to this Agreement will be considered as official Partners in Urban Construction Industry Partnership. Changes to this list can only be made by unanimous consent of all the Partners.
- b. Partners will have decision-making authority on key components of the Urban Construction Industry Partnership. The scope of this authority includes shaping the strategic direction of the project, selecting the individual(s) who shall provide staff support to the project, selecting (if applicable) third-party consultants who will provide training and/or technical assistance, and determining how project resources should be allocated.
- c. Decisions within the Urban Construction Industry Partnership will be made through consensus. For the purposes of this Agreement, consensus will be defined as a process in which debate on an issue has taken place, the proposed solution/decision is acceptable to all Partners, and that agreement is strong enough that it can stand for some time without need to revisit the issue.

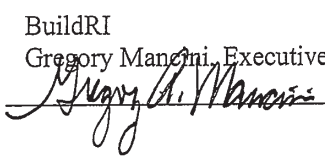
IN WITNESS WHEREOF, the parties have executed this agreement as of the last written date below.

The Providence Plan
Patrick J. McGuigan, Executive Director


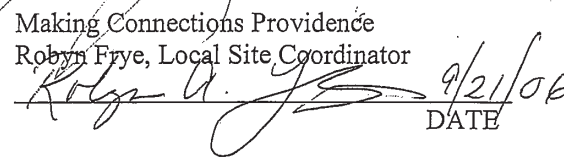
9/21/06
DATE

YouthBuild Providence
Andrew Cortes, Director


9/21/06
DATE

BuildRI
Gregory Mancini, Executive Director


9/21/06
DATE

Making Connections Providence
Robyn Frye, Local Site Coordinator


9/21/06
DATE