



**Workforce Innovation and Opportunity Act
Boston Private Industry Council and WIOA Partners
Umbrella Memorandum of Understanding**

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Boston Private Industry Council (Local Workforce Development Board), with agreement of Mayor Martin J. Walsh (Chief Elected Official), and the One-Stop Career Center (OSCC) Required Partners relating to the operation of the one-stop delivery of service in the local workforce area.

The Boston Private Industry Council (hereinafter referred to as Boston PIC or PIC) will act as the convener of MOU negotiations and, together with OSCC Required Partners, will shape how local One-Stop Career Center services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers, and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services, and activities authorizing statutes and regulations.

II. OSCC REQUIRED PARTNERS

This Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official, the Boston PIC, and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners (hereafter referred to as “Partners”), as defined in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the One-Stop Career Centers and include:

1. **The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
2. **The Dislocated Worker Program** (Title I), as part of DCS, EOLWD;
3. **The Youth Program** (Title I), as part of DCS, EOLWD;
4. **The Mayor's Office of Workforce Development (OWD)**, the fiscal and program agent for Title I Adult, Dislocated Workers and Youth;
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;

6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.), as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.), as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program** (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
13. **The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE), Executive Office of Education (EOE), and represented by 20 community partners listed:
 - Action for Boston Community Development – Boston (North End, Southside Roslindale, Mattapan)
 - Asian American Civic Association, Inc.
 - BCYF Perkins
 - Boston Chinatown Neighborhood Center
 - Boston Public Schools
 - Catholic Charitable – El Centro and Haitian Multi-Service Center
 - Charlestown Adult Education
 - College Bound Dorchester
 - East Boston Harborside Community Center
 - Ecumenical Social Action Committee Boston
 - Education Development Group
 - International Institute of New England – Boston
 - Jamaica Plain Community Center
 - Jewish Vocational Service – Boston and Hyde Park
 - Little Sisters of Assumption Family Health Services, Inc. dba Project Hope – Boston
 - Mujeres Unidas En Accion – Boston
 - Notre Dame Education Center, Inc.
 - Roxbury Community College
 - St. Mary's Women & Children Center / Julies Learning Center
 - YMCA International Learning Center Greater Boston

III. DURATION OF THE MOU

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, including effectiveness and physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review if substantial changes have occurred.

This agreement shall commence on July 1, 2017 and terminate on June 30, 2020 unless superseded or terminated by agreement of all parties.

IV. ASSURANCES

The Boston PIC and the OSCC Partners agree to conduct the following activities at a local level:

1. Enter into a local MOU with the Local Workforce Development Board relating to operation of the one-stop delivery system.
2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
3. Define “shared” customers between Partners to create a clear understanding of how multiple providers, services, and resources should support youth, job seekers, and businesses.
4. Redesign the One-Stop Career Center customer flow and service practices across Partner agencies to ensure the accessibility and availability of services to “shared” customers.
5. Utilize robust technology tools to scale-up practices and provide greater supports for individuals with barriers to employment including basic skills assessment, remediation, and career development tools.
6. Monitor and evaluate program outcomes for individuals facing barriers to employment on an annual basis.
7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If, however, no such consensus is reached, the Governor, in consultation with the Chief Elected Official, Local and State Boards, shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
8. Where possible, provide representation on local workforce boards, and/or participate in Local Board ad hoc activities/events, or on standing committees.
9. The MOU will be reviewed and, if substantial changes have occurred, renewed not less than once in every 3-year period to ensure appropriate funding and delivery of services. The MOU

must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

V. MOU PROCESS

The Workforce Innovation and Opportunity Act (WIOA) Sec. 121 (c) and WIOA Regulations 20CFR Parts 678.500-510 require that a Memorandum of Understanding be executed between Local Workforce Development Boards (Boston Private Industry Council) and the One-Stop Career Center (OSCC) Partners, with the agreement of the chief elected official.

Phase One

The Boston PIC convened monthly meetings, beginning November 2016, with OSCC required Partners and non-required Partners to develop an umbrella MOU to shape the delivery of local One-Stop Career Center services. Each Partner gave a presentation on their program: the populations served, their role in the workforce system, and how they could both utilize and expand Career Center services. Each agency designed a customer flowchart for service delivery, identifying the “shared” customer, and their role at the OSCC. The Partners reached agreement on services to shared customers in June 2017.

The MA Department of Career Services is responsible for negotiating agreements on the specific infrastructure and shared program costs, including the method by which revenue and costs will be supported by each Partner.

Phase Two

The Partners will meet on a quarterly basis to review systems, outcomes, and identify best practices. Outputs of Phase Two will include the development of a common intake form, a shared assessment tool, and cross training for all relevant Partner staff.

VI. ONE-STOP CAREER CENTERS (American Job Centers)

The Boston OSCCs (Boston Career Link and JVS CareerSolution) approach serving WIOA customers is an integrated service model. This model requires integration of the customer pool – individuals coming to the Career Centers are "our" shared customers. The centers are committed to establishing an integrated service flow for customers. The goal is to provide services that meets the needs of the customers – regardless of funding source. Staff at each Career Center will work to engage the Partner agency staff as a service team, providing all resources available to the customer from a variety of sources, and building a customer centered solution for all WIOA customers.

This MOU is a commitment between Boston OSCC and WIOA Partners to collaborate on serving shared customers. One-Stop Career Centers will:

1. Create a transparent customer flow process and determination of eligibility for Wagner-Peyser and WIOA customers
 - Coordinate with WIOA Partners to create a shared customer process flow

- Designate a lead staff member to work collaboratively with colleagues at Partner agencies on behalf of shared WIOA clients
 - As appropriate, attend Partner program orientations and identify shared customers
 - Establish referral mechanisms between OSCC and WIOA Partner agencies
 - Train Partner agency staff, as needed, on programs and services of the OSCC
2. Provide individualized services to WIOA eligible customers referred from Partner organizations
 - Collaborate with Partner agency staff to ensure that shared customers are appropriately triaged to receive tailored and relevant job readiness, job matching, coaching, and employment supports.
 3. Assign a staff member as a direct point of contact for each WIOA Partner
 - Cross train designated OSCC staff and WIOA Partner staff to insure a clear understanding of roles and responsibilities
 4. Data sharing
 - All co-located staff should have access to MOSES. OSCC staff and co-located Partner agencies will document participation of shared WIOA customers using the MOSES database, including placements and outcomes. OSCC will generate reports as agreed upon with Partners.
 5. Provide accommodation for WIOA Partners to co-locate on a schedule and frequency that is mutually agreeable and based on available space at OSCC
 6. Co-located Partner staff will provide support, information, and resources to OSCC staff and shared WIOA customers
 7. Participate in WDB-organized quarterly meetings to discuss MOU operationalization with WIOA Partners

VII. PRIOROTY POPULATIONS

To be a shared customer, an individual must meet the eligibility criteria of the Career Center and the Partner agencies. The eligibility criteria for shared customers will vary by organization depending on the Partner services, participant characteristics (e.g., academic level, level of English proficiency), and regional employment needs (e.g., healthcare, hospitality, advanced manufacturing).

a) Unemployment Insurance Recipients

Individuals receiving Unemployment Insurance represent 50% of the current customer base at the Boston Career Centers.¹ Boston claimant characteristics recorded December 2016 reflect age, educational attainment, and Industry prior to UI claim.² Individuals under 34 years old represented 38.7% of claimants, 35-55 years were 44.3%, and 17% were aged over 55 years. On average, Boston

¹ Reemployment Services and Eligibility Assessment (RESEA) Plan VS Actual January 1, 2016 –December 31, 2016

² <http://lmi2.detma.org/lmi/claimant/201612BostonWDAclaimant.pdf>

Career Centers accommodate customers with higher levels of educational attainment. 32% of Boston UI claimants have a High School degree or GED, 22% have some college or vocational training, and 32% have a Bachelor's degree or higher. The industries with the highest number of claimants include Administration and Support Services, Construction, Hospitality, and Health and Social care.

Shared customers are claimants who are WIOA eligible and are required to attend both Career Center Seminar and RESEA services.

Referral: In 2017 the Career Centers will serve 7,500 UI claimants through the RESEA program. Both the Department of Unemployment Assistance (DUA) and the Career Centers will ensure that the re-employment goals of the UI claimants are embedded within its job seeker / customer flow strategy.

Access to re-employment services will be available through the One-Stop Career Center and will include:

- UI eligibility services
- Eligibility assessments
- UI Claimant registration for employment services
- Assistance in finding a job
- Placement services
- Referring UI Claimants to, and providing assistance for training, education resources, and programs.

DUA staff will contribute to an integrated service delivery strategy at the OSCC by:

- Provision of OSCC staff training in assisting claimants to navigate the UI process.
- Co-location of staff at selected OSCCs.
- Support OSCC staff to assist UI claimants in applying for UI benefits online.
- Ensuring OSCC visitors have access to “meaningful assistance” from UI staff in order to resolve issues and questions relating to their claim.
- UI Staff will support OSCCs with administration of required RESEA services.

Any other provision in this agreement notwithstanding:

1. DUA only is authorized to provide information under this agreement to another party to this agreement: upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603;
 2. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data which DUA reserves the right to modify in its sole discretion; and
 3. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement which DUA reserves the right to modify in its sole discretion).
2. DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

b) Low-Income Adults including TANF and SNAP

Boston Transitional Assistance Offices (TAO), based at Dudley Square and Newmarket Square, expect to refer a number of participants to career centers for services based on the volume of customers, the needs of the local catchment area, and the availability of Department of Transitional Assistance (DTA) staff.

Each DTA, TAO, and Career Center will designate a lead person to work together on behalf of the customer. DTA will refer customers to the Career Center for services where they will be provided with an eligibility assessment before being enrolled in WIOA. Information on DTA programs, services, and resources will be made available at the OSCCs.

The Local TAO will:

- Co-locate DTA staff at the OSCC in order to provide support, information, and resources to OSCC staff and DTA clients on a schedule and frequency to be determined
- Support OSCC staff participation in DTA client orientations, share information regarding OSCC services, and recruit participants.
- Train OSCC staff on the eligibility, work participation, and other requirements of the TAFDC and SNAP Programs.
- Establish formal referral mechanisms between DTA and the OSCC.
- Collaborate to address any challenges for TAFDC and SNAP clients to participate in OSCC activities, such as transportation and childcare.
- Collaborate to ensure that TAFDC and SNAP clients receive tailored and appropriate job readiness, job matching, coaching, and employment supports.

The OSCC will:

- Dedicate staff liaison, trained and knowledgeable about DTA programs/requirements, for DTA and DTA clients.
- Make available information on DTA programs, services, and resources.
- Ensure OSCC staff training to respond to and/or make referrals for current or potentially eligible DTA clients about programs, services, and resources available through DTA.
- Attend DTA Orientations and recruit DTA clients.
- Designate space for DTA Full Engagement Worker to co-locate at agreed upon scheduled times.
- Establish a case record for each participant documenting activities, records, evaluations, test results, and case narratives.
- Document DTA client participation including placements and outcomes, and generate a report to DTA based on an agreed format and frequency.
- Review, verify, and sign DTA client participation forms for OSCC registered DTA clients.

Shared customers are clients considered “work ready” and who may come from both the exempt and non-exempt pool of clientele, as exempt clients may volunteer to do job search, especially those who were recently employed. Customers that only receive SNAP benefits in both catchment areas may also become customers of the OSCCs.

Referral: DTA will issue letters of referral to the Employment Ready program at the OSCC. OSCCs accept participants to the program by signing and returning the letter to DTA. Of the 1,528 total TAFDC cases in the Newmarket office, 381 are work program required. Of the 1,291 total TAFDC cases in the Dudley office, 333 are work program required. The remainder are work program exempt (1,147 cases & 958 cases for each office, respectively).

c) Adult Education Participants

Boston has twenty DESE funded ABE agencies providing a range of ABE and ESOL programs. An estimated 74,000 residents have less than a high school diploma, not including 15% to 25% of H.S. graduates with limited literacy and math skills; their limited basic skills impede their efforts to succeed in higher education and enter careers that pay a living wage and afford opportunities for advancement. There are currently 2,912 residents enrolled in programs with 50% of the students working, and 33% seeking employment.

Adult and Community Learning Services (ACLS) ensures meaningful access to Adult Basic Education (ABE) services at the Boston area OSCCs by funding a Career Navigator co-located at each center. The role of ABE out-stationed staff is to serve as a liaison between regional ABE programs and local OSCCs. The out-stationed staff is expected to:

- schedule and maintain posted hours at their assigned OSCC and be available by phone or email on days when not on site
- develop and monitor a two-way referral system with OSCC staff
- maintain accurate records of customer intakes, assessments, referrals, and other services
- connect eligible ABE students looking for employment or training to OSCCs
- train OSCC staff on ABE program intake, assessment, and referral procedures
- take OSCC walk-in customers and phone calls when on site
- disseminate information about OSCC services to regional ABE programs (e.g., make presentations at ABE programs, organize informational trips to OSCCs)
- provide accurate and comprehensive information about OSCC services

Shared customers are ABE/ESOL students who enrolled in more than one core Partner program at any time during a fiscal year. Criteria for shared customers is: proof of right to work in the US, SPL 4+, GLE 9-12, and on track to get a high school diploma or equivalent in 6 months.

Referral to OSCC: ABE programs anticipate co-enrolling 200 students to OSCCs. Educational providers will assist customers to enroll in Job Quest and make a direct referral to the ABE Career Center Navigator.

d) Massachusetts Rehabilitation Commission

MRC is a required Partner and will participate in the local area and will contribute to the local service delivery strategies. MRC will provide information regarding services and will contribute vocational counseling and guidance for eligible consumers. MRC counselors will develop individual employment plans and services to assist consumers in establishing a vocational goal toward competitive integrated employment and will monitor the plan through to completion.

MRC local area assigned staff worked with the workforce team to establish a schedule of meetings and agenda as well as a course of action resulting in a successful MOU. Career Pathway services were established for all populations served along with shared definitions of consumers. MRC's responsibility as part of the MOU will be to provide vocational and rehabilitation employment services for people with disabilities determined eligible for services in each local area. MRC provided input to each local team to establish the process utilized to develop and complete the MOU.

MRC serves individuals with disabilities identified as part of the population served under WIOA. To receive MRC services, these individuals must meet eligibility requirements. MRC assists these individuals in obtaining competitive integrated employment and, to that end, services provided are based on individuals needs and could include but are not limited to:

- Assessment
- Counseling and guidance
- Job placement
- Training, education, and financial assistance towards post-secondary education
- Adaptive equipment and extended supports

The priority population might benefit from these services by participating in job-driven trainings based on industry needs in the local labor market. MRC will collaborate with workforce Partners to meet the individual needs of shared consumers. Career Centers must ensure that facilities, technology, and training curricula are accessible for individuals with disabilities. MRC will provide subject matter expertise to the Career Centers to address accessibility issues based on individual needs such as Dragon, JAWS, ASL, and other adaptive equipment and devices.

Plan for Coordinated Staff Development and Training

MRC will provide services orientations to Career Center staff and will participate in Career Center information training sessions to ensure appropriate referrals and ongoing information sharing between Partner program staff. MRC will track individuals referred to and from the Career Centers and those determined eligible for services, and have a plan for employment in its case management system (MRCIS). MRC has the ability to run reports on shared customers and can provide information on a regular basis to Partners as needed until a system that can capture information across Partner agencies, such as a dashboard, is developed.

Shared Customers: MRC will track individuals referred to and from the Career Centers and those determined eligible for services and have a plan for employment in its case management system

(MRCIS. MRC can provide career counseling and guidance, assessments, referrals, training, job placement, education, financial assistance towards post-secondary education, and adaptive equipment for eligible consumers. These will be incorporated into a career pathways plan along with services that might be provided by Partners based on the shared consumer's needs. Individuals with disabilities might need ESL classes, adult basic education, or can benefit from TANF/SNAP, transition services from schools, pre-employment services, and other opportunities offered by Partners.

Referrals: MRC will ensure appropriate referrals for the continuum of services offered or available through Partners in the local service areas. MRC provides these services to individuals determined eligible under federal VR standards.

e) Massachusetts Commission for the Blind

Access to MCB programs, services, and resources will be made available at all OSCCs. Local areas will determine how MCB programs and services are accessed through the OSCCs based on the volume of customers and the availability of MCB staff. Legally Blind and visually impaired consumers will receive access to MCB services at the OSCCs in one or more of the following ways:

- Based on need, MCB staff will be physically present at the OSCC to provide services.
- OSCC staff will be appropriately trained to provide information to legally blind and visually impaired consumers about programs, services, and activities available through MCB.
- OSCC staff will make a direct link between the legally blind and visually impaired consumer and MCB staff to schedule an appointment, or to receive useful information about programs and services.

MCB will support an integrated service delivery strategy in which OSCC staff will provide Career Center services to legally blind and visually impaired customers by:

- Assisting the Local Boards with training OSCC staff to use assistive technology with visually impaired or legally blind consumers who seek career center services.
- Providing training to OSCC staff on accessibility requirements for legally blind and visually impaired consumers.
- Assisting with accommodations related to workshops for legally blind and visually impaired consumers.
- Providing training to OSCC staff so that staff have basic knowledge of programs, services, and resources available through MCB.
- Ensuring that MCB Employment Services Representatives and OSCC Business Service Representatives collaborate so that legally blind and visually impaired consumers receive appropriate job matching by reviewing consumers skills, communicating employer qualifications and organization culture, and sharing employer contacts.
- Providing sensitivity training to OSCC staff.

Shared Customers: Legally blind and visually impaired consumers who seek Career Center services through the One-Stop Career Centers (OSCCs).

Referrals: MCB Regional Directors will work in partnership with the local Career Center staff to establish a single point of contact for referrals to/from the Career Centers.

f) Youth with Barriers to Employment

The goal of Boston's WIOA youth system is to ensure that youth who are not being effectively served in mainstream education and workforce development systems have the skills and credentials necessary to access career-oriented employment. Overall 75% of WIOA Youth funding must be spent on out-of-school youth, and 20% on employment. The Mayor's Office of Workforce Development (OWD) allocates WIOA Youth funds to community-based agencies that provide alternative education, career exploration, training, and employment to at-risk youth ages 16 – 21.

- The WIOA youth providers (CBOs) screen youth for WIOA eligibility, and will refer those who are 18 and older to Career Centers for job readiness and employment services
- The Career Centers refer youth ages 16 and 17, as well as young adults ages 18-24 to WIOA youth providers, as appropriate
- WIOA youth providers and Career Centers collaborate on joint job readiness and career exploration workshops, hosted either at the Career Centers or at the CBOs.
- WIOA youth providers bring youth to job fairs and on-site recruitments organized by the Career Centers.
- Youth providers recruit for programs through Career Centers.
- Both WIOA youth providers and Career Centers count outcomes for youth 18-24 who enter employment; both track retention after 6 months and 12 months.

Shared Customer: 18-24 year olds in need of education and/or employment.

Referral: The youth providers (CBOs) screen youth for WIOA eligibility, and will refer those who are 18 and older to Career Centers for job readiness and employment services.

g) Veterans

Veterans' Representatives from the Disabled Veterans' Outreach Program (DVOP) of the Department of Career Services are co-located at the One-Stop Career Centers to provide timely career services.

Veterans receive priority of service status and will be provided immediate access to Career Center services. The Partners will refer Veterans to the One-Stop Career Centers for services.

h) Older Worker

The Senior Community Service Employment Program (SCSEP) is a community service and work-based job-training program for older Americans. Operation Able and Greater Boston Chinese Golden Age Center (GBCGAC), the Boston SCSEP providers, provide training for low-income, unemployed seniors and collaborate with One-Stop Career Centers (OSCC) to maximize opportunities for participants to obtain workforce development, education, and supportive services to help them move into unsubsidized employment. The GBCGAC program provides services to primarily Asian older workers.

Operation Able will:

- Make every effort to place a staff person at the OSCCs for a set number of hours per week to provide SCSEP program information or services to customers
- Develop and monitor processes and procedures with OSCC staff and the SCSEP programs in the region on how customers will be identified and referred to SCSEP
- Maintain accurate records of customer intakes, assessments, IEPs, community services assignments, referrals, and any other service provided
- Provide referrals to WIOA intensive and training services and access to other activities and programs carried out by other One-Stop Partners

Greater Boston Chinese Golden Age Center will:

- Coordinate services to help Asian SCSEP clients register in Job Quest
- Work with OSCC staff to offer specialized Career Center Seminars to Asian SCSEP clients
- Provide referrals to WIOA intensive and training services

Shared Customer: SCSEP individuals looking for employment or training who enroll in the OSCC and receive services from both agencies

Referral: Customer enrolled in Career Center as part of SCSEP enrolment.

VIII. SERVICE TO EMPLOYERS

All core WIOA Partners are members of the Boston Workforce Development Board and are engaged in the oversight and management of the local Career Center system. They also hold responsibility for leveraging employer relationships at all levels of service within the local area. The PIC engages employers through sector initiatives as envisioned by the Massachusetts business engagement model, Demand 2.0. It convenes forums of employers, education, and workforce development practitioners in the Healthcare and IT fields to identify gaps and opportunities for growth. These forums allow for a real-time discussion of both the employer needs and ways to address skill gaps in high demand sectors.

Career centers provide a continuum of services to employers through the business service teams. They assist employers to:

- Find talent through outreach, recruitment, business incentives, and connecting them with Apprenticeships and On-the-Job (OJT) programs
- Develop and maintain a workforce through tax incentives and workforce training programs
- Mitigate the impact of downsizing by working with Rapid Response teams to provide training and reemployment services
- Connect with community partners to provide work readiness support such as transportation, childcare, and clothing.

WIOA Partners will work with the OSCCs to maximize business engagement in Boston and, as such, commit to working collaboratively to:

- Share labor market information
- Disseminate job opportunities to Partners

- Participate in joint recruitment and job fairs
- Share resources that benefit customers
- Streamline the employer engagement to a single point of contact, where possible
- Share placement and hire information, as appropriate
- Educate Partners on benefits available to employers

IX. TECHNOLOGY

Technology is an essential tool in the management of shared customers throughout the workforce system. Career services are now available in two OSCC locations, with expanded access through Partner organizations and One-Stop Access Points. Phase Two of this MOU development will include technological enhancements that allow interfaces of common information needs, including customer tracking, common case management, reporting, and data collection.

OSCCs will provide:

- Data tracking and case management through MOSES
- Access to MOSES off-site through Citrix connectivity
- ZoomText screen magnification software
- JAWS speech software
- Large print materials
- MicroSoft software on computers and laptops
- Barcode scanning for tracking service
- Mobile barcode scanners for off-site activity
- Online registration for workshops
- Mass JobQuest and Transferable Occupational Relationship Quotient (TORQ) for online job search assistance
- Career Readiness 101
- Online Labor Market Information tools

Future plans:

- To expand virtual access by conducting remote welcome sessions and workshops
- To open Saturday hours

Boston OSCC operating hours are:

	Boston Career Link	CareerSolution
Monday	9 a.m. – 5 p.m.	9 a.m. – 5 p.m.
Tuesday	9 a.m. – 7 p.m.	9 a.m. – 5 p.m.
Wednesday	9 a.m. – 2:30 p.m.	9 a.m. – 7 p.m.
Thursday	9 a.m. – 5 p.m.	10 a.m. – 5 p.m.
Friday	9 a.m. – 5 p.m.	9 a.m. – 5 p.m.

X. TRAINING AND STAFF DEVELOPMENT

All Partners agree to participate in training and staff development activities that will enhance their understanding of the service delivery system designed for the “shared” customer. Training may include workshops, webinars, peer-to-peer trainings, best practice materials, and other sources identified by Partners. Partners will provide training content material for staff cross training.

XI. COMPETITIVE SELECTION OF ONE-STOP CAREER CENTERS

The WIOA Partners agree to participate in the selection process of One-Stop Operators as required by WIOA, at least once every 4 years.

IX. FUNDING AND SHARED INFRASTRUCTURE COSTS OF THE OSCC

The Parties of this MOU agree that all required Partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition, all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners.

To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary, and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA), to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

X. DATA SHARING FOR INTEGRATED SERVICE DELIVERY FOR SHARED CUSTOMERS

Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

XI. PERFORMANCE MEASURES

The Boston PIC, in partnership with the OSCC Partners, agree to jointly review the WIOA mandated performance indicators for the workforce areas, or metrics negotiated as part of any shared and infrastructure contract costs between a Local Board and the mandated One-Stop Career Center Partner, including incentives and penalties.

Adults	Measures
Employment	Employed in the 2nd quarter after exit
Employment Retention	Employed in the 4th quarter after exit
Median Earnings	Median earnings in the 2nd quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4th quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Youth	Measures
Employment	Employed or in education or training in the 2nd quarter after exit
Employment Retention	Employed or in education or training in the 4th quarter after exit
Median Earnings	Median earnings in the 2nd quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4th quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

Employers	Measures
Effectiveness in Serving Employers	Increase in new employers
Effectiveness in Serving Employers	Retention rate of repeat employers
Effectiveness in Serving Employers	Industry penetration rate

XII. AMERICANS WITH DISABILITIES ACT AND AMENDMENTS COMPLIANCE

The Partners of this MOU agree to ensure their policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities. Additionally, Partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37, and all other regulations implementing the aforementioned laws.

XIII. MODIFICATIONS TO MOU

The MOU may only be modified by mutual agreement of the WIOA Partners and the Boston Private Industry Council (example: funding changes). Any such modification must be preceded by a 30-day written notice to all Partners of the intent to modify this agreement, the purpose of such modification, and the Workforce Development Board meeting at which the modification will be discussed.

- a) Any individual party to the umbrella MOU may request a modification to the agreement by making such request in writing to the Workforce Development Board. If such a request affects any other party to the agreement, the Board will provide notification to the other parties.

- b) The MOU may be modified at any time to include additional Partners (mandatory or non-required) who will sign the agreement and appropriate attachments at the time they are added. All parties to the umbrella MOU will be notified in writing of the intention to add parties to the agreement.
- c) If a Required WIOA Partner's appeal to the State regarding infrastructure costs results in a change to the Partners infrastructure cost contributions, the MOU must be updated to reflect the final One-Stop Partner infrastructure contributions [WIOA §678.500(e)].

XIV. SIGNATORIES

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an as-needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.



Mayor Martin Walsh
Mayor of Boston



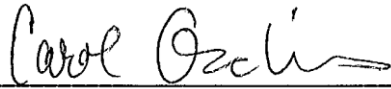
Kenneth Montgomery
Chair, Boston Private Industry Council



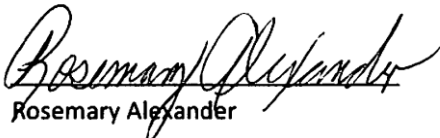
Neil Sullivan
Executive Director, Boston PIC



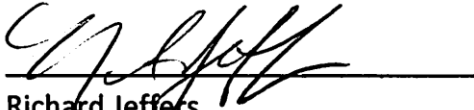
Joanne K. Hilferty, President and CEO
Morgan Memorial Goodwill Industries.



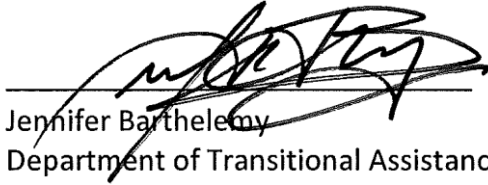
Carol Ozelius, COO
Jewish Vocational Services



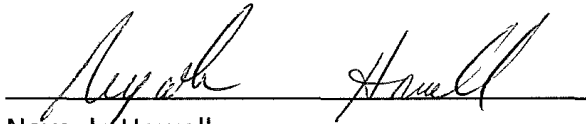
Rosemary Alexander
DCS Operations Manager



Richard Jeffers
DUA Director



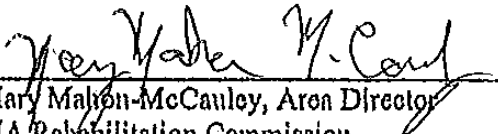
Jennifer Barthelemy
Department of Transitional Assistance



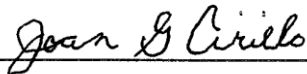
Neycole Howell
Department of Transitional Assistance



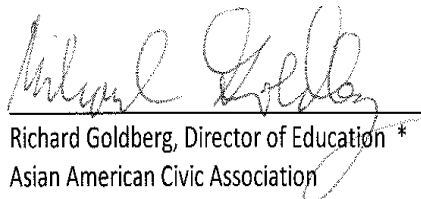
Ulyena McPherson, Regional Director
MA Commission for the Blind

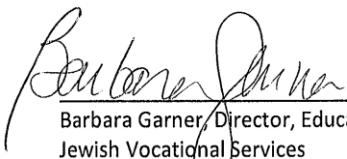

Mary Malton-McCauley, Area Director
MA Rehabilitation Commission



Kun Chang, SCSEP Director
Greater Boston Chinese Golden Age Center

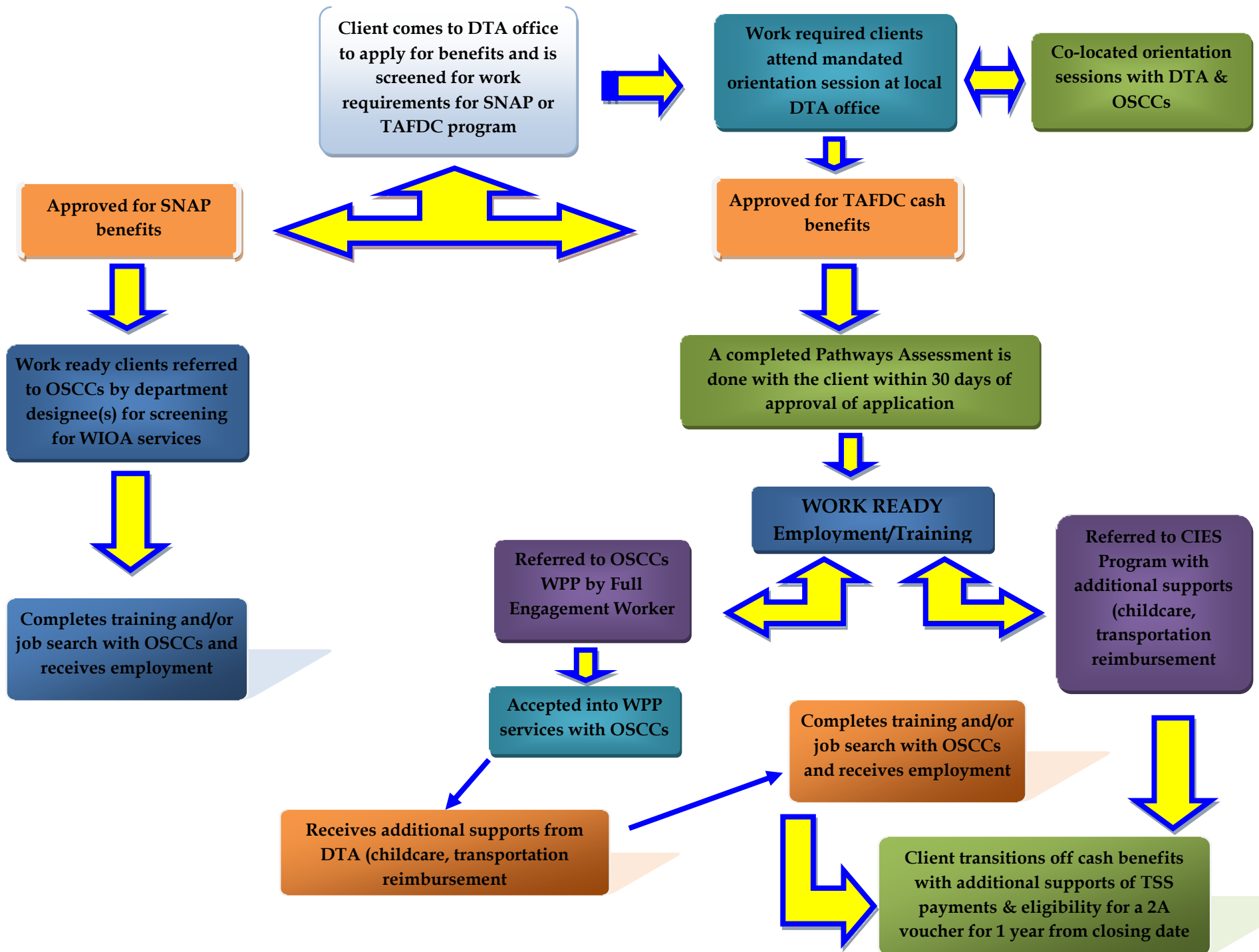

Joan Cirillo, President and CEO
Operation A.B.L.E / SCSEP

Adult Basic Education signatories were selected by the Department of Elementary and Secondary Education (DESE) to represent all Boston DESE providers listed on page 2-3.


Richard Goldberg, Director of Education *
Asian American Civic Association
Adult and Community Learning Services


Barbara Garner, Director, Education
Jewish Vocational Services
Adult and Community Learning Services


Carol Baglio, Education Director *
East Boston Harborside Community School
Adult and Community Learning Services

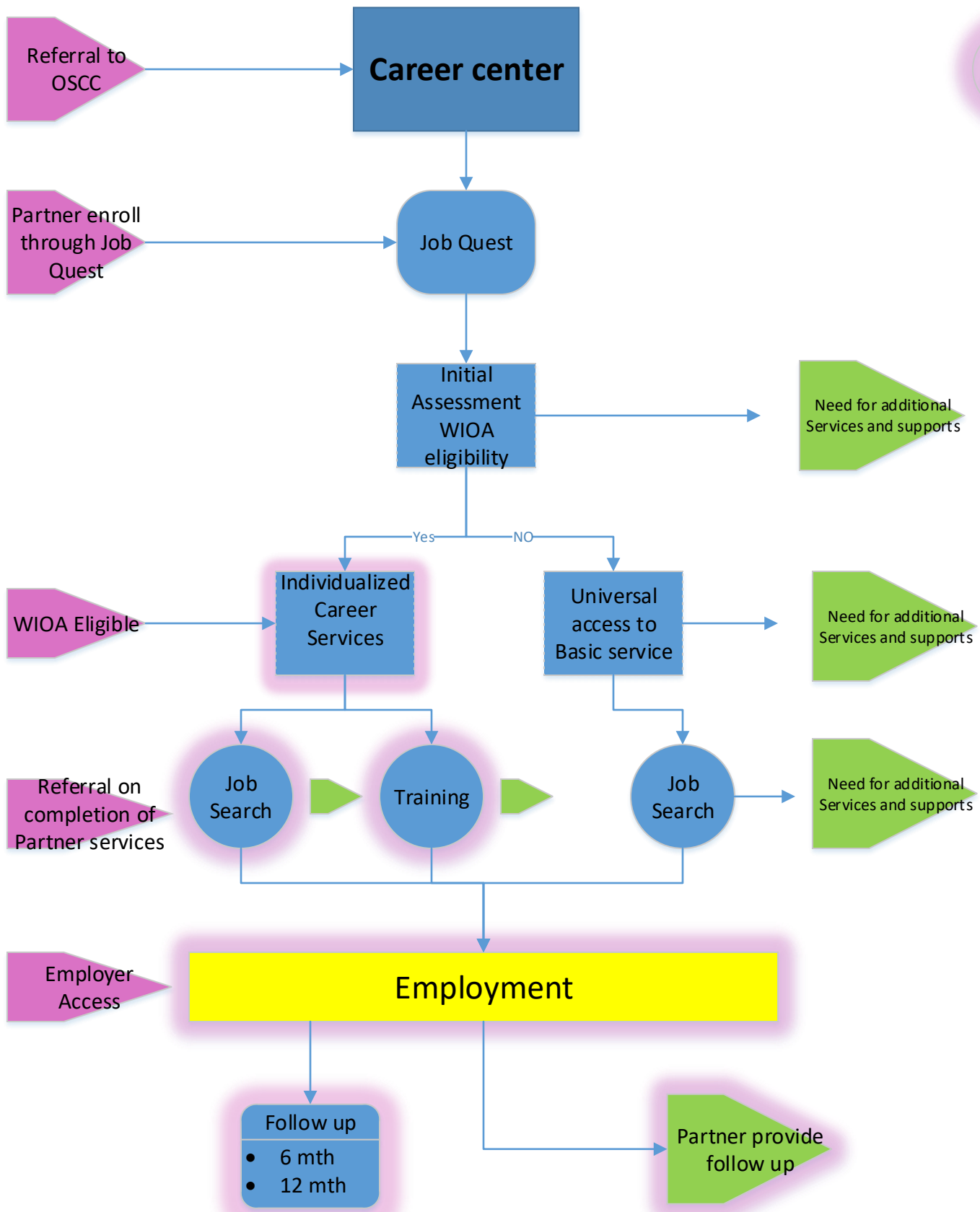


Customer Flow with Partners

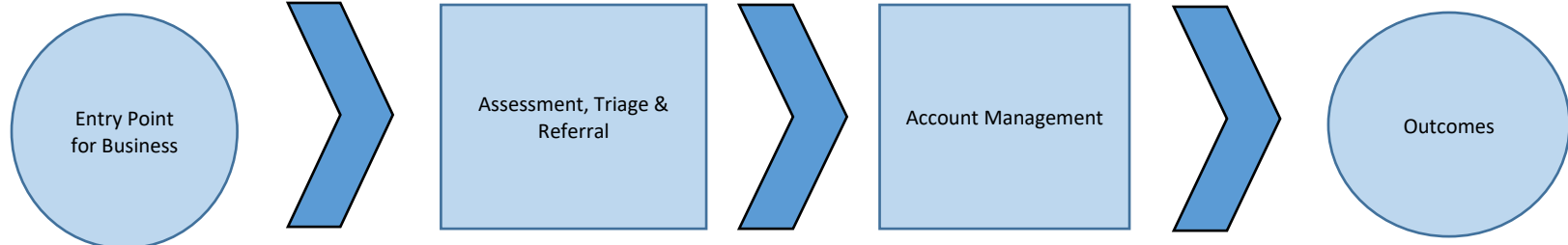
Referral to Career Center

Referral from OSCC to Partners

Shared Customer



BUSINESS CUSTOMERS/Demand Driven 2.0



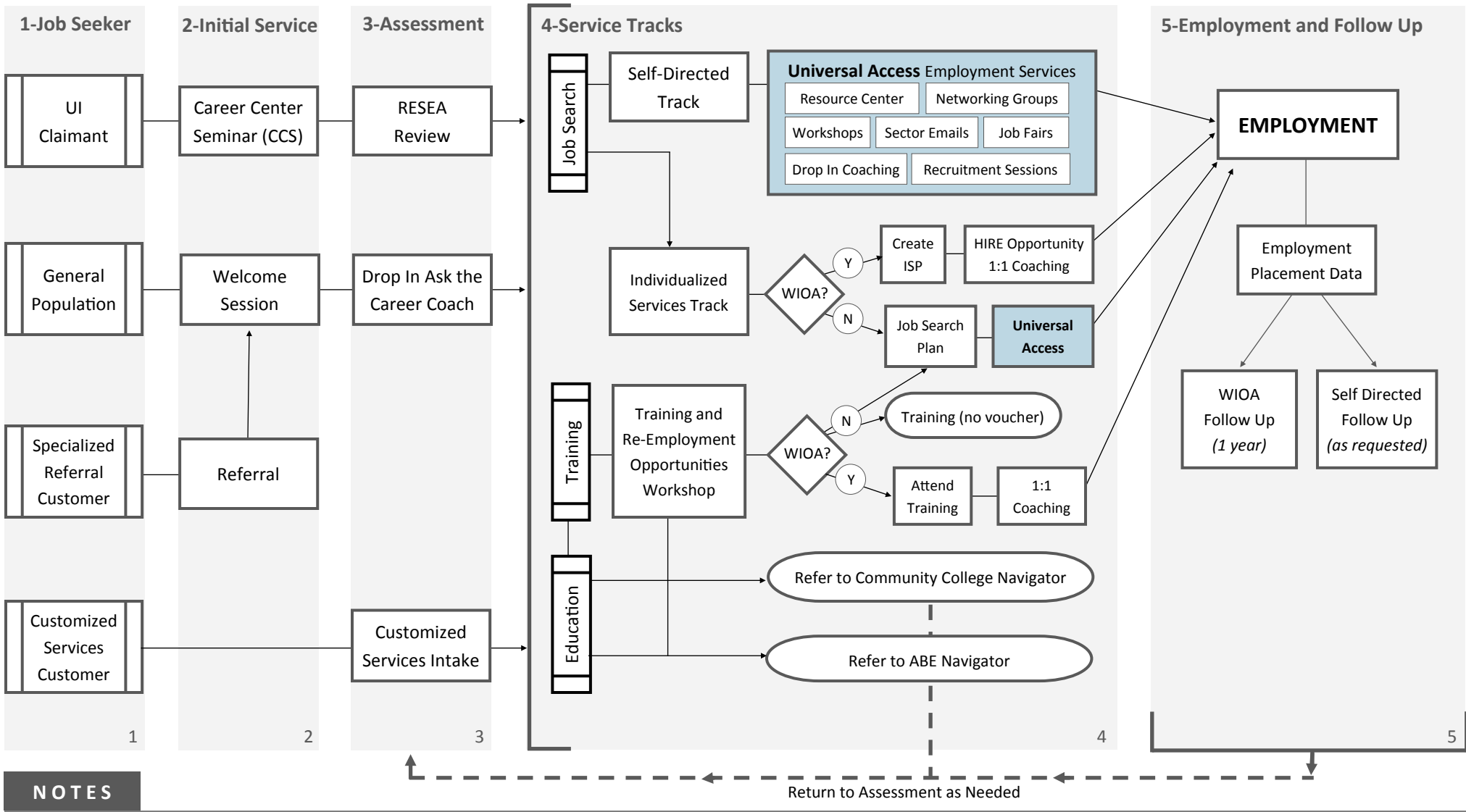
- Business Services Rep Solicitation
- Community Outreach
- Chambers of Commerce
- Business to business referral
- Job Fair
- Job Posting

- Business Services Rep to determine if employer expectation is realistic to the current labor market
- Determine employers eligibility for WTF, OJT or Apprentice Program
- Business Service Representative refers employer to other agencies i.e. Rapid Response, MOBD, DOL, DOR

- BSR post jobs to JobQuest
- Conduct stand up meetings daily if needed
- Announcements at weekly staff meetings of current openings
- Referrals into job orders
- E-mail blasts to partner contact

- Successful hires
- Employee retention
- Repeat business/referrals

JVS CareerSolution | Service Flow Chart



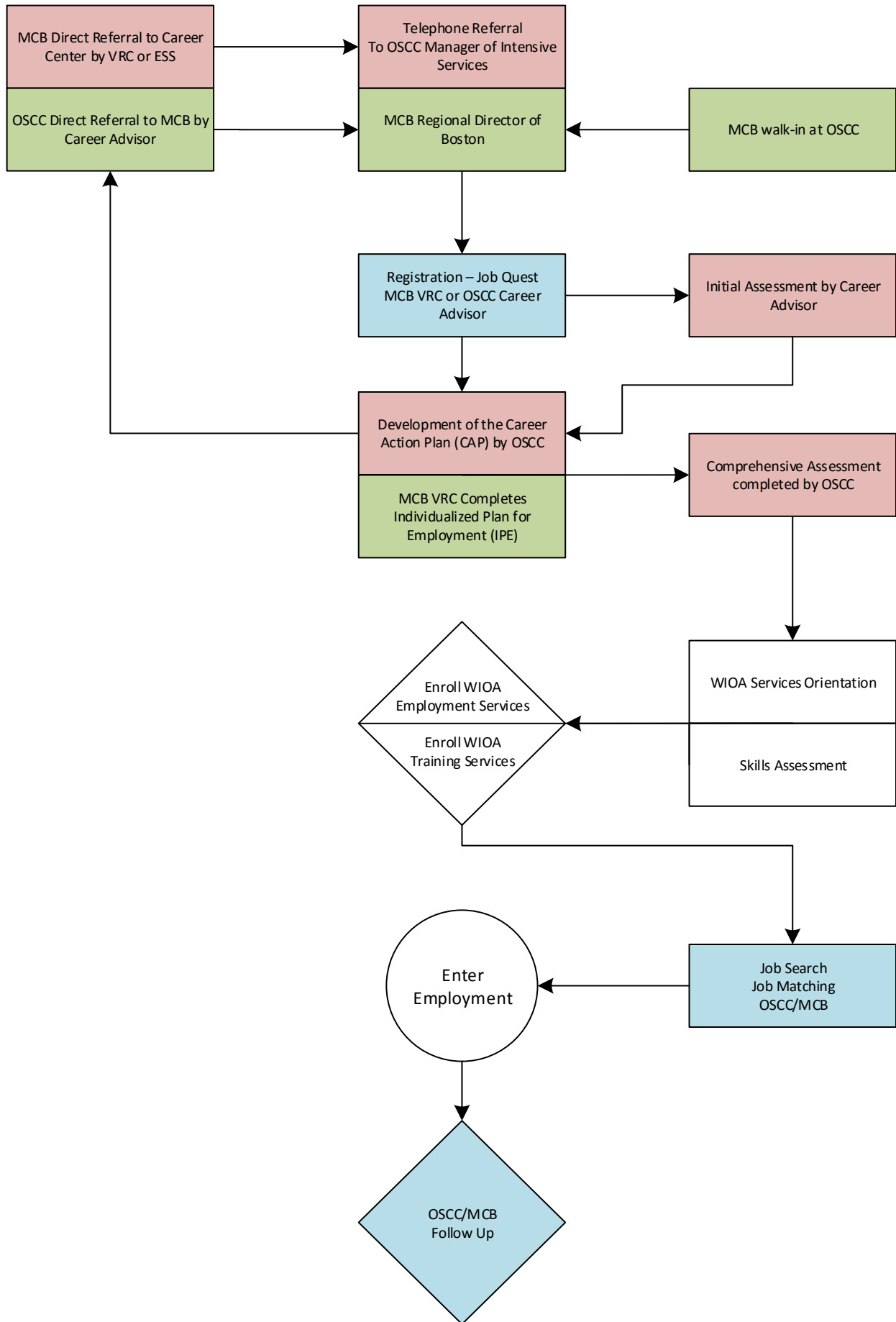
NOTES

1-Job Seeker: Customers find the career center through Unemployment, a warm referral, or through outreach and word-of-mouth.
2-Initial Service: UA claimants must attend a CCS. Other customers may attend a Welcome Session, which provides an abbreviated orientation to all the career center offers.

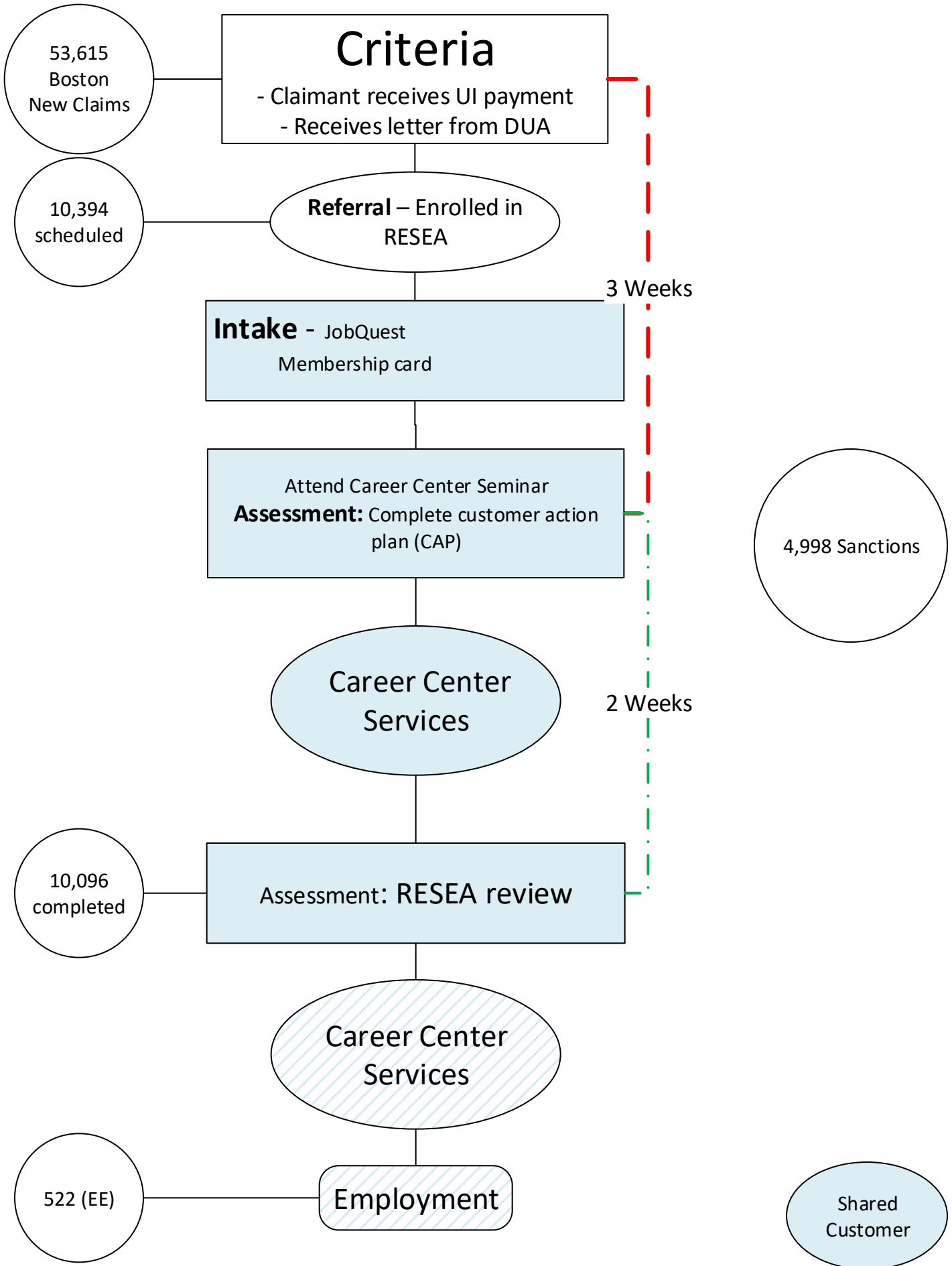
3-Assessment: Our staff assess customer to determine service needs and prescreen for WIOA eligibility. Customer is made aware of all options for services, and selects one of three service tracks: Job Search, Training or Education.
4-Service Tracks: Job Search customers (employment-ready) access universal services. WIOA-eligible customers who provide documentation receive an Individual Service Plan (ISP); may enroll in HIRE Opportunity. Training: Customers in need of skill-building attend a workshop to learn about opportunities; may pursue training through WIOA or other funding. Education: Customers who need ABE or Higher Ed. may attend workshop; meet with a Navigator to access appropriate services; may return for reassessment and additional services as needed.

5-Employment and Follow Up: All our service tracks point toward employment. Once a customer is employed, our staff provide follow up support. As customers are ready to advance or lose a job, they may return at any point for a new assessment and plan development.

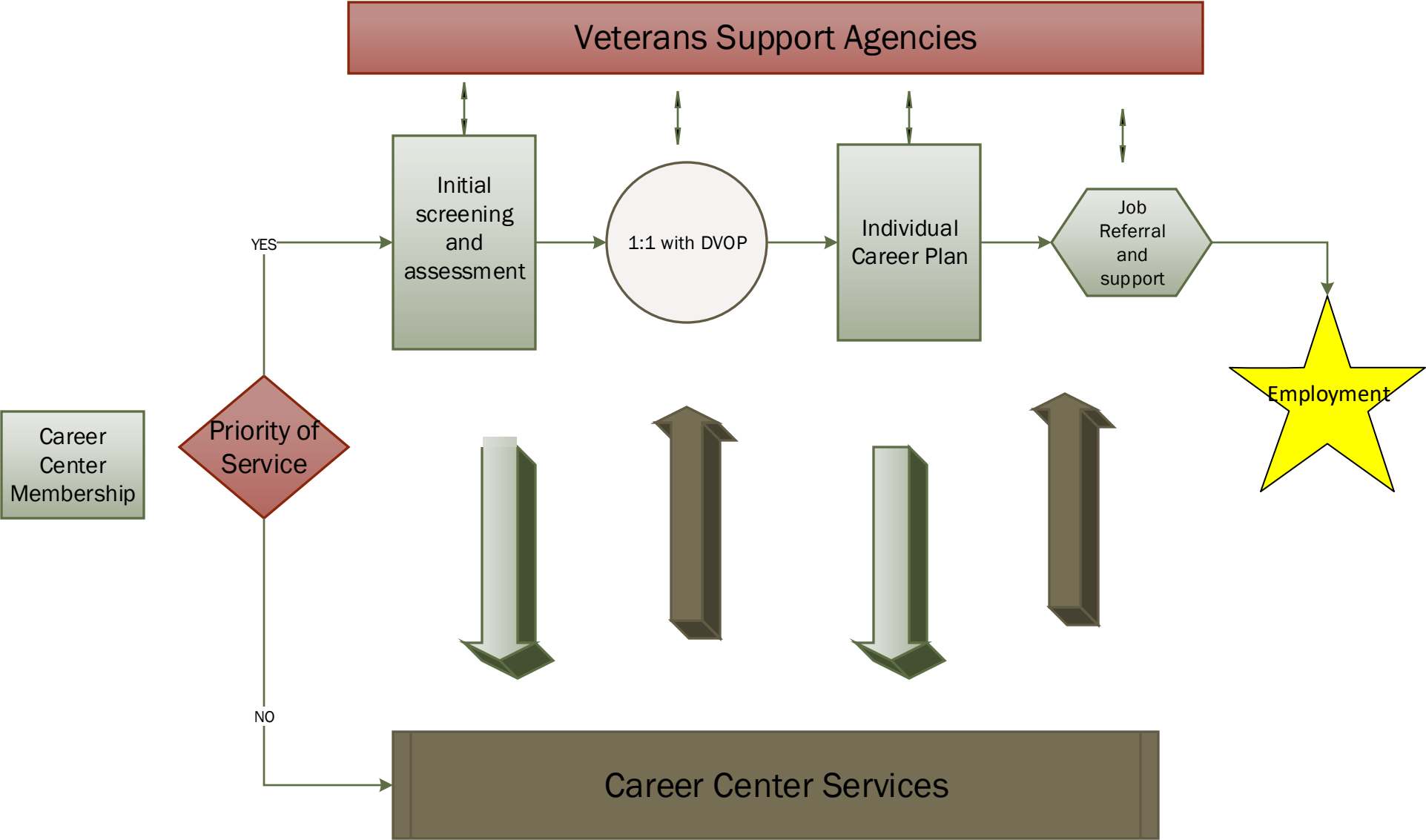
MCB "Job Ready" Customer Flow

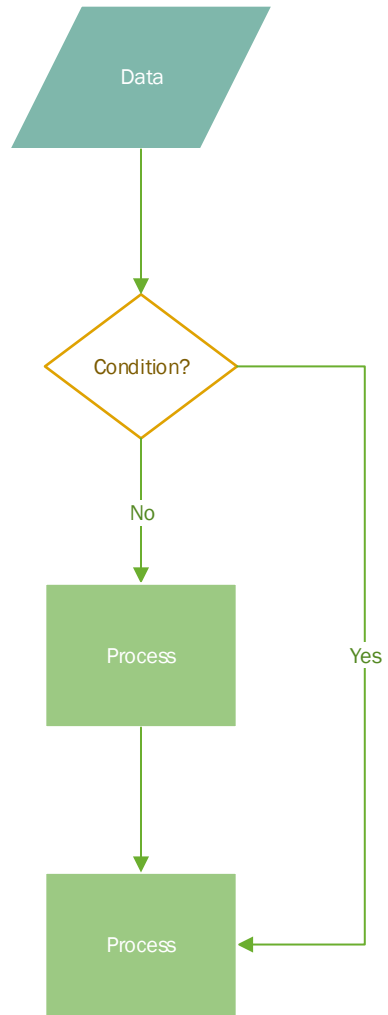


Unemployment Assistance

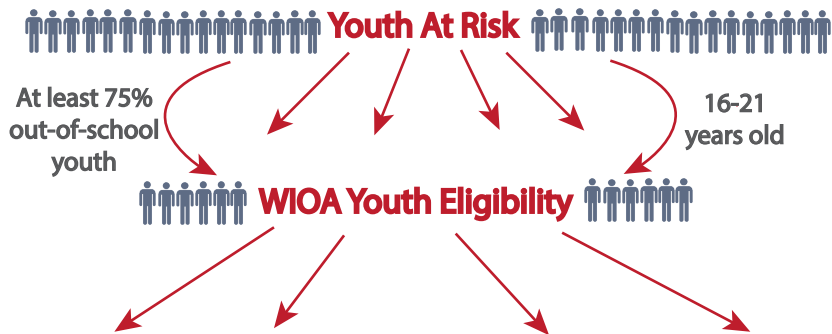


Veteran Services Flow Chart





WIOA Youth Flowchart for Shared Customer Model



Referral/ Entry

CBOs refer to WIOA Youth for youth employment services. The career centers refer youth to WIOA education and training programs.

WIOA Youth 18-24

Joint Workshops for Population

Job Readiness

Career centers partner with providers for resume building, interview preparation, and work etiquette.

Career Preparation

Career centers provide information on high demand occupations and local career pathways.

All WIOA Youth

Employment Centers and Training

Job Fairs

WIOA Youth providers bring youth to job fairs at career centers.

OY-Site Recruiters

WIOA youth providers recruit for programs through career centers.

Referrals

Career centers refer out to youth providers.

WIOA Youth 18-24

Shared outcomes

WIOA youth entering employment.

WIOA Youth retention in employment after 6 months and 12 months

WIOA Youth 18-24