

Workforce Innovation and Opportunity Act
MassHire Bristol Workforce Board and WIOA Partners
Umbrella Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the MassHire Bristol Workforce Board (MHBWB), with agreement of Fall River Mayor Jasiel F. Correia II (Chief Elected Official for the Bristol Workforce Development Area), the Bristol County Training Consortium (Lead operator of the One Stop Career Centers within the Bristol Workforce Development Area) and the One Stop Career Center (OSCC) partners, relating to the operation of the one-stop delivery of service in the local workforce area.

The Workforce Innovation and Opportunity Act (WIOA) requires core partners to align, connect, and integrate services by sharing resources and jointly designing services in ways that improve outcomes for shared customers and prioritize serving individuals with barriers to employment.

The purpose of this MOU is to define the parameters within which the parties to this MOU create a seamless, customer-focused Career Center network that aligns service delivery across all participating organizations and enhances access to program services. This will increase customer access and performance outcomes. Partners will work together to redesign the One-Stop Career Center (OSCC) customer flow and service practices across partner agencies including mapping regional career pathways and the accessibility and availability of services to shared customers.

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.

II. ONE STOP CAREER CENTER REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Bristol Workforce Development Area, the MassHire Bristol Workforce Board, the Bristol County Training Consortium (Bristol WDA One Stop Career Center Operator) and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA 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)
Organization represented: Massachusetts Department of Career Services

2. **The Dislocated Worker Program** (Title I), as part of DCS/EOLWD
Organization represented: Massachusetts Department of Career Services
3. **The Youth Program** (Title I), as part of DCS/EOLWD
Organization represented: Massachusetts Department of Career Services
4. **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)
Organizations Represented: Bristol Community College, SER Jobs for Progress, Inc. and Bristol County Sheriff's Office
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD
Organization Represented: Massachusetts Department of Career Services
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)
Organizations Represented: Massachusetts Rehabilitation Commission and Massachusetts Commission for the Blind
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD
Organization represented: Massachusetts Department of Unemployment Assistance
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
Organization represented: Massachusetts Department of Career Services
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD
Organization represented: Massachusetts Department of Career Services
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS
Organization represented: Massachusetts Department of Transitional Assistance
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;
Organization represented: Massachusetts Department of Transitional Assistance
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.))
Organization represented: Citizens for Citizens, Inc.

III. DURATION OF THE MOU

This agreement shall commence on July 1, 2020 and shall terminate on June 30, 2021, unless otherwise terminated by agreement of all parties or superseded.

In accordance with WIOA Regulations Subpart C 20 CFR Part 678.500, The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services.

IV. ASSURANCES AND OVERVIEW OF PARTNER RESPONSIBILITIES

The MassHire Bristol Workforce Board and all partners included in this MOU have agreed to conduct the following activities at a local level:

1. Enter into a local MOU with the MassHire Bristol Workforce 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. Participate in continuous partnership building requiring inclusiveness of all partners involved.
4. Define “shared” customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
5. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to “shared” customers.
6. Utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
7. Track and evaluate the outcomes for individuals who face barriers to employment.
8. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction
9. Participation in regularly scheduled Partner meetings to exchange information in support of the MOU activities.
10. Participate in the design and use of coordinated intake, assessment, referral and case management.
11. Participate in the development of common and/or linked data management and data sharing methods, as appropriate.
12. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
13. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees.
14. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once 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. MEMORANDUM OF UNDERSTANDING DEVELOPMENT

For purposes of this MOU, each partner organization agreed to participate in good faith negotiations to reach a consensus on all components of this MOU. Active involvement and equal opportunity to provide input by all core and required partners was demonstrated in the MOU negotiation process and is reflected in the MOU.

To ensure full participation among all OSCC partners, a Bristol Career Center Partners Planning Committee was formed to reach agreement on coordinated service strategies to positively impact shared job seeker and employer customers.

The committee met seven times between January and May of 2017. The agendas of these meetings covered the following topics:

- Analysis of Shared Customers and Services
- Customer Flow and Primary Components of Shared Customer Service
- Review of MOU Areas of Concentration
- Shared Intake and Referral
- Assessment Alignment
- Joint Case Management
- Coordinated Job Readiness and Job Placement
- Shared Employer Services
- Career Pathways
- Priority Populations

All parties to this MOU were provided the opportunity to review the draft and provide comments and suggested revisions before final execution of the agreement.

VI. SYSTEM DEVELOPMENT AND OPERATIONS

The One Stop Career Center Partners agree to participate in joint activities that will result in implementation and continuous improvement of service to the shared customers as outlined in this MOU. The following represents the local governance and leadership structure of these activities.

- A. **Steering Committee:** This committee will represent the policy and planning body for the One Stop Career Center Partner organizations. The committee will be responsible for overseeing the implementation of policies, projects and initiatives around all aspects of shared customer service and monitoring progress in meeting the terms of this MOU. The Steering Committee shall engage in ongoing analysis of, customer satisfaction metrics and any requirements for additional resources. The Committee will meet at least once quarterly. Each partner agrees to identify at

least one individual to serve on this committee. The members will represent authorized decision makers in senior management positions from each partner organization. The activities of the Steering Committee will be facilitated by the MassHire Bristol Workforce Board.

B. Process Improvement and Functional Teams: These teams will be charged with development and continuous quality improvement of strategies designed to increase the effectiveness of shared customer services particularly in the area of customer flow. The Teams are responsible for the implementation of the Partners Steering Committee's policies, service changes, and projects in a collaborative and efficient manner. The teams will be comprised of management and direct service staff as determined by each partner. Each partner agrees to identify at least one participant for each team. The Bristol MHBWB and Career Center will provide staff support for facilitation of each team's work. The Process Improvement Teams will be organized around the following categories:

1. Intake, Referral and Assessment Alignment
2. Coordinated Case Management and Support Services
3. Coordinated Job Readiness and Placement Activities
4. Career Pathways
5. Shared Employer Service

As noted above, the Career Centers currently utilizes a functional team model in the delivery of integrated. There are three Functional Team Models: Triage, Job Ready, and Skill Development. The Functional Team model formulates customer service flow in a manner that expedites service and ensures customers both job seekers and employers receive the information and services they are seeking. As these activities relate directly to services accessed by shared customers, the Career Center agrees to include Career Center Partners on each of the Functional Team Committees to work on aspects of the MOU related to intake, job readiness, employer services and skill development.

The Career Center partners agree to modify the scope and categories of the Process Improvement Teams if a Functional Team is actively addressing any of the categories listed above.

VII. SHARED CUSTOMERS AND PRIORITY POPULATIONS

A. Shared Customers

WIOA is designed to create a system of comprehensive services for customers regardless of the partner program in which they originally enroll. To that end, shared customers will receive the benefit of multiple partner services to maximize the effectiveness of workforce development and related services they receive in their progression to career and employment goals.

A shared customer is an individual who is enrolled in more than one core partner program at any time during a fiscal year. In order to be a shared customer, an individual must meet the eligibility criteria of partner agencies. Regardless of services being received or sought, the shared customer must have employment as his/her primary outcome. The shared customer will have characteristics that inhibit his/her progression to full time employment with career ladder opportunities. These characteristics will include at least one of the following:

- Low levels of literacy
- English language deficiencies
- Lack of high school diploma or equivalency
- Cultural barriers
- Limited occupational skills
- Limited job readiness skills
- Limited work history
- Long term unemployed
- Dependent on public assistance
- Underemployed
- Dislocated worker receiving Unemployment Insurance
- Low Income

All partners agree to maximize the number of their respective customers who become basic registrants at the region's One Stop Career Centers. This will allow customers to move through career center services as outlined in the attached Career Center Flow Chart (Attachment A). Through joint assessment processes, customers will be co-enrolled in appropriate services that will enhance their progression through individual employment plans and along a viable career pathway. Each partner agrees to implement co-enrollment strategies not just between the career center and individual partner, but across all partners. In order to achieve this goal, all partners agree to fully engage in the region's Professional Development Plan as outlined below.

B. Priority Populations

Among the shared customers, the following are priority populations. Included within several of the priority population are subsets identified by each partner as deserving particular attention in meeting their career and employment goals. All partners agree to prioritize services as outlined under WIOA for adult and dislocated worker and for individuals with barriers to employment. Under WIOA, the term "individual with a barrier to employment" means a member of one or more of the following populations:

1. Unemployment insurance claimants
2. Low-income adults including TANF and SNAP recipients,
Additional barrier subsets: Participants within two years of exhausting eligibility
3. Homeless;
4. Adult Education participants (Title II);
Additional barrier subsets: Evening learner, Single parent, Limited English Speakers
5. Individuals with disabilities (Vocational Rehabilitation Title IV);

Additional barrier subsets: Individuals with CORI/SORI and substance abuse issues

6. Veterans;
7. Older workers;
8. Re-entry populations; and,
9. Youth, including youth with barriers to employment.

Additional barrier subset: Youth with basic skills deficiency and substance abuse issues

10. Migrant Seasonal Farm Workers

C. Employer Customers

In all cases, employers seeking to utilize the One Stop Career Center and/or partner organizations for workforce development services will be defined as shared customers. All WIOA Partners agree, in accordance with each Partner's authorizing legislation, to make improving business service delivery a priority in terms of meeting the workforce needs of high demand industries. The approach toward employers is to identify specific workforce needs and leverage public resources and services in order to meet those needs in a timely and effective manner. Available services and resources offered to employers shall include but are not limited to:

- Interviewing activities;
- Access to labor market and related information through the MHBWB;
- Information regarding workplace accommodations for persons with disabilities;
- Information and referral to business start-up, retention, and expansion services;
- Information and referral to sources for developing customized training programs;
- Information on career preparation activities and career pathways;
- Information, development and coordination of work based learning opportunities including: Work Experiences, On-The-Job Training contracts, and apprenticeships.
- Information and development of incumbent worker training;
- State and/or federally generated information on tax credits for new hires;
- Access to information and services through the Career Center and online;
- Avenues to place job openings;
- Referrals of well-qualified customers;
- Staff-assisted employee pre-screening;
- Basic job matching of resumes and applications;
- Preliminary basic skills and other assessments;
- Industry specific job fairs;
- Individual and group recruitments;
- Relevant business seminars and information sessions;
- Development and coordination of job orders;
- Coordination with other business-serving organizations;
- Assessment and testing of potential candidates;
- Locating and procuring sites for the interviewing process;

- Business-specific job fairs; and
- Outreach and marketing services for small businesses and entrepreneurs.

The business service delivery system will be highly coordinated to provide a high quality level of service to all employers. The above services shall be implemented with the collaboration of all the partners. Each partner will identify staff to act as a liaison to the Employer Services Process Improvement Team. Identified service staff will play a significant role in understanding the needs of employers and in communicating those needs to WIOA partners and the broader workforce system.

Each partner agrees to development of a pooled system of employment openings in the region. At a minimum, when a partner is unable to fill an opening posted to a partner organization, that partner agrees to share the information with the Career Center for dissemination among all partners. The Career Center will distribute a weekly local “hot jobs” list to all partners.

See attached employer flow chart for further description of employer continuum of services.

VIII. CAREER PATHWAYS AND CUSTOMER FLOW

The following documents participants’ progression through services provided by the One Stop Career Center and Career Center Partner services. Advancement along a career pathway shall be supported by each partner’s participation in the continuum of services available to the priority populations identified in this MOU. Please See Attached Career Pathways flow charts.

OSCC Partners will develop the appropriate activities within the MOU for the shared customer pools. Activities and services include, but are not limited to: • Intake • Needs assessment • Basic skills assessments • Identification of appropriate services to meet needs • Referrals to other One-Stop Career Center Partners • Business services • Support for programs to invest in or create access to assistive technologies

A. Continuum of Services for Priority Populations - Functional Team Model

As part of its “Operational Procedures”, and to best adhere to the requirements and objectives of WIOA, the Career Centers of Bristol County will utilize a functional team model in the delivery of integrated Workforce Innovation and Opportunity Act (WIOA) services in collaboration with One Stop partners. The integration of staff providing services from varying programs with different eligibility requirements creates a need to formulate customer service flow in a manner that expedites service and meets compliance requirements for the participating partner programs.

Reception Desk: The Career Center reception desk is the first point of entry for all customers entering the Career Center. Reception Desk staff ensures that customers are directed to appropriate staff or

service activity which may include any partner agency staff as determined by the customer's career center service interest and/or needs. The primary function of reception desk staff is to greet and direct walk-in customers and answer Incoming telephone calls. An important

As shared customers move from the reception desk to triage assessment, the Career Centers utilizes a functional team model in the delivery of integrated Workforce Innovation and Opportunity Act (WIOA) and Wagner-Peyser (WP) services.

The Functional Team model formulates customer service flow in a manner that expedites service and ensures customers both job seekers and employers receive the information and services they are seeking. Each team is comprised of career center and Department of Career Services staff. As part of MOU implementation, the teams will include participation of our MOU Partners with a goal of working towards our full integration to contribute to a more efficient transition of shared customers (both job seekers and employers) between multiple programs and services.

There are three Functional Team Models: Triage, Job Ready, and Skill Development

Triage Team: Job Seekers interested in career center services are referred by Reception Desk Staff to a Triage Team Member. Triage Team members provide job seeker customers, an overview of all Career Center services and programs *including Partner programs*, and based on an "initial assessment" refer customers to the appropriate agency, staff and/or service. Some customers may be referred directly to the Career Center by Partner agency staff. If the customer is enrolled in a partner agency program, and will be enrolled in a Career Center program, the customer will be considered a shared customer. Customers referred by partner staff meet with a Triage Team Member for an "initial assessment" and information on the full array of Center Services as well as an eligibility determination. Once the customer determines the level and type of service they would like to access through the career center, the customer will be referred by Triage to the appropriate functional team for services.

Job Ready Team: Part of the Job Ready Team, the Business Services Team consists of Career Center and Department of Career Services staff. The Business Services Representative along with assigned job ready team members outreach, identify, and recruit business customers throughout the region to encourage Career Center membership and identify employment opportunities for job seeker customers. In addition to serving employers, Job Ready Team members work with individuals with marketable skills to help them identify employment opportunities. Job Ready Team members also facilitate center workshops, RESEA's, and assist customers in the resource and unemployment insurance areas. Job Ready Team members will coordinate with partner agency staff to provide job search services to shared customers. Additionally, Team members work with partner agency staff as well as center managers to assist with meeting the special accommodation needs of customers.

Skill Development Team: Customers determined eligible for WIOA Title I programs or services including training meet with a Career Counselor. Career Counselors are members of the Skill Development Team. Team members ensure customers are eligible for and enrolled in Title I prior to providing individualized and/or training Services, and may coordinate services with partner staff.

Career Counselors maintain up-to-date information on local and regional employer demands through staff/center meetings, webinars, periodicals and consultation with Job Specialists. As part of the assessment process, the counselors discuss labor market information and in demand industries based on information provided by the Workforce Investment Board. All customers interested in training attend the Career Exploration Workshop which provides customers with tools and guidance on researching the labor market, training options, interests and re-employment needs. Career Center and other partner staff, work collaboratively to identify employer needs and skill requirements that ultimately aid job seekers in preparing for these jobs. Customers from partner agencies that were referred to the career center for services, first meet with a Triage Team member for an initial assessment and information on the full array of services. Once it is determined that the shared customer could benefit from individualized services including training, they are referred to the Skill Development Team.

Partners recognize that continuum of services must be designed to account for career center customers who have a broad range of abilities, reading levels, learning styles, and culture. Our universal design strategies shall incorporate a number of elements in career center client flow.

Welcoming Environment

- All first time visitors are offered the opportunity to complete a basic registration form.
- Customers are informed that assistance with completing the registration form is available. Staff makes this offer to everyone, not just people they feel may need help.
- Information is available both verbally and in writing as a general practice in every aspect of One-Stop service delivery.
- Display signs clearly indicate the availability of assistive technology and accommodations.
- Limited or non-English speakers are connected with multi-lingual career center and partner staff and are provided with information sheets in their native language.

Intake

- Use private space when helping a person fill out forms
- Career Center offers several options for completing intake forms, and inform customers that they can use the method they are most comfortable with: filling out a paper form on their own; having a staff member assist them with the paper form; completing the form electronically at a workstation; or taking the paper form home to complete.

Orientation

- Orientations are hosted in a room with ample seating, allowing space for wheelchair mobility.
- Orientations are available in multiple language formats
- Career Center staff provides a comprehensive overview of all services available with clear and specific information on how to access these services, and eligibility criteria.
- Disability-specific services information is consistently provided verbally and in writing to all customers. Customers are informed how to access these resources. However, customers are informed that that they can still use any other One-Stop services for which they are eligible, whether or not they use services targeted to people with disabilities.

- Centers provide a list of assistive technology available at the One-Stop, both verbally and in writing.

Workshops and Classes

- Staff uses concrete, basic language that is easy to understand.
- Verbal presentations cover all of the information included in handouts to facilitate learning by people with vision impairments, people who do not read, and people who can get distracted due to learning issues.
- Career Center staff defines terms and concepts that may not be familiar to everyone (e.g., networking, marketing, recruiter, affirming language, job fair, temp agencies).

Resource Room

- The Resource Room, has posted signage regarding the availability of assistive technology (e.g., alternative keyboards and mice, specialized software) and how to access/obtain them.
- Resource Room staff are aware of the various assistive technology devices available, and how to use them.

The attached customer flow chart provides additional detail on progression of customers through a continuum of services at the local One Stop Career Centers.

The primary principle of the shared customer service flow is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Bristol Workforce Development Area,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Work toward developing and utilizing common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

B. Outreach

The Career Center Partners agree to develop and implement a strategic outreach plan that will include, at a minimum:

- Specific steps to be taken by each partner,
- An outreach plan to the region's human resources professionals,
- An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- An outreach and recruitment plan for out-of-school youth,
- Sector strategies and career pathways,
- A plan for messaging to internal audiences,
- An outreach tool kit for Partners,
- Clear objectives and expected outcomes, and
- Leveraging of any statewide outreach materials relevant to the region.

C. Intake, Assessment and Referral

Both job seeker and employer customers need to access one-stop system services that provide them with the optimum utilization of available partner and community resources and lead to successful outcomes. Partner staff shall work to connect customers as quickly as possible to partners through referral processes that are impartial and designed to rapidly and efficiently meet the customer's individual needs. These methods of referral include a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among system partners.

The referral process includes a commitment for all parties of the MOU to implement processes for the referral of customers to services that are provided on-site at the One Stop Career Centers and off-site as well. At a minimum, the referral process between the One Stop Career Centers and the parties of this MOU will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding Career Center and partner programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each Career Center partner will provide a direct link or access to other Career Center partner staff that can provide meaningful information or service, through the use of co-location, cross training of Career Center staff, or real-time technology (two-way

communication and interaction with Career Center partners that results in services needed by the customer).

- Share information not only between the One Stop Career Center and each individual partner, but ensure that all required partners are informed and engaged in system alignment activities.

In order to achieve these objectives, each partner commits to participation in the work of the Process Improvement Teams as outlined in Section VI.

Partners shall identify common intake information at the clients' point of entry. Partners agree to work toward closer alignment of intake/registration forms that will assist in more seamless referral among partner agencies.

Assessment will involve gathering information, appraising, analyzing, and using it to assist the shared customer in identifying and accessing service needs appropriate to the individual. Such assessment may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. The goal of an assessment is to identify skills, strengths and deficiencies, and attitudes relating to vocational training, basic education, and employment.

When referring customers, partners may have already gathered information regarding job seekers' basic skills, education, work history, occupational skills, employability, interests, aptitudes, financial situation/need, developmental needs, and supportive service needs. With consent of the customer, partners agree to share this information for the sole purpose of providing client centered, customized services to meet the needs of the referred customer.

To that end, partners agree to work toward alignment of assessment tools to the extent possible in order to identify services that may be needed and accessed across multiple partners. This would include basic skills testing (i.e. Test of Adult Basic Education, Best Plus), career interest inventories, and occupational skills assessments (i.e. Career Ready 101, TORQ).

In referring customers to the Career Center, Partners will work with the One Stop Career Center on the "triage team" model. Triage Team members provide an overview of "Partner Programs" and coordinate activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs. Triage Team members refer customers to Partner agencies or other appropriate agencies as determined by the "Initial Assessment".

Customers interested in services other than "Self-Service" or the "Career Center Seminar, are referred to a "Triage Team" member. Triage Team staff begin the process of assisting the customer with providing information regarding employment, and training services.

Triage Team staff make a determination on the employment/training needs of an individual and arrange those services to be provided to the participant. Customers will be determined either “Job Ready” or in need of “Individualized” Services. Some customers may choose self-service activities.

Triage Team members utilize a variety of “Basic Service” methods and tools available at the Career Center. Triage Team members determine with the customer, the appropriate “Career Center Pathway” the customer should follow and refer accordingly. This may include Career Center referral to partner agencies for additional services.

Partners agree, through Process Improvement Team participation, to develop increased use of technology to make referrals among participating agencies more efficient and effective.

D. Coordinated Case Management and Support Services

Case Management is a critical component in a customer’s progression through coordinated services along a career pathway. All partners agree to coordinate case management of guidance and counseling services. This shall include participating in the preparation and coordination of individual employment plans to include service strategies for participants to ensure access to necessary WIOA activities and partner and community supportive services, using where feasible, computer-based technologies. Case Management will be provided to ensure that customers are successful in their education, training and employment goals.

An Individual Employment Plan (IEP) maintained at the Career Center is the basis for the overall case management strategy. Having a well-developed IEP and related documentation is required and is a fundamental part of Case Management. As a result, all partners agree to support the development of and participants’ progression through their IEP. Development of the IEP shall include the identification of the employment goals, appropriate achievement objectives, associated strategies, and appropriate combination of services for the participant to achieve his or her employment objectives including providing information on eligible providers of training services, and career pathways to attain career objectives.

The One Stop Career Center will utilize the IEP to update strategies and activities as they occur, and to document referral and contact information for services obtained from partner organizations. Partners agree to document participants’ progress, activities completed, benchmarks reached, and any other accomplishments. The IEP will be a “living document” and will be reviewed and updated as life changes occur, including the participant’s interests and ambitions. Service strategies will be updated as services are obtained from partner organizations, and as activities are completed, and as goals are met and benchmarks are reached. Partners agree to monitor and re-evaluate the participant’s progress toward educational and occupational goals

E. Training Services

Upon completion of orientation and assessments, customers may be deemed appropriate for training services. Occupational skills training may be accessed by the job seeker through the Career Center or partner agencies. A customer will be referred to training if they are determined to be:

- Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Have the skills and qualifications to participate in training services.
- Has selected a training directly linked to the employment opportunities either in the local area or planning region, or in another area to which the individual is willing to commute or relocate.
- The participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, TAA, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of training.

Consistent with the Bristol MHBWB's plan, the Career Center and Partners agree to maximize access of shared customers to the following activities:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Incumbent worker training (as authorized by the Board);
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training where it is likely to result in a job and income that meets WIOA goals within the required time period;
- Transitional jobs;
- Job readiness training provided in combination with other training services such as occupational skills training;
- Adult education and literacy activities including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with other training services; and
- Customized training conducted with a commitment by an employer or group of employees to employ an individual upon successful completion of the training.

In addition, occupational training shall be targeted in occupational categories highlighted in the *MassHire Bristol Workforce Board Strategic Plan*. It should also be noted that the region's career plan also recognizes the commitment for life long learning which includes referral to post secondary institutions such as community college.

F. Job Readiness

Partners agree to coordinate job readiness activities to prepare customers for active job search and employment. Partners agree to implement job readiness activities in partnership with the career center and other parties to this MOU. This will include participation on the relevant Process Improvement Team.

Components of Job Readiness that will be the focus of closer coordination include the “Job Club” model. This model is an intensive two week, staff facilitated job preparation with the following components:

- Motivation
- How to perform a successful job search
- Activities to apply learned job search techniques
- Sharing in a group setting the results of the activities applied

Career Ready 101 continues to be a major initiative implemented with the Bristol Workforce Development Area by the Career Center and MHBWB. Career Ready 101 is a comprehensive, easy to use curriculum to help individuals master the work readiness skills they need to be successful in a changing workplace. It incorporates tools and activities for identifying career interests, developing a resume, creating and managing a personal budget and exploring careers through job shadowing and mentoring. This internet-based learning system includes Courses in career awareness and exploration, career preparation, job search, career success skills, financial awareness, and the foundational work skills measured by the ACT WorkKeys job skills assessment system. The Career Center agrees to work with each partner to assist in implementing and delivering Career Ready 101 to customers of partnering organizations where appropriate.

Partners agree to participate and coordinate other job readiness activities that will benefit the shared customer including Industry Briefings.

G. Job Placement Assistance

Each partner is engaged to some degree in job matching and job placement assistance for customers. To support job seekers in this activity, partners agree to coordinate placement activities to maximize employment outcomes.

The Career Center agrees to working with Partner organizations to:

- Outreach, identify and recruit business in the region that are hiring
- Identify and share employment opportunities
- Refer job seekers to job fairs, industry briefings and recruitments
- Work with Career Center Business Service Representatives
- Identify and recruit qualified job seekers for employers
- Coordinate and participate in job fairs, recruitments and industry briefings

H. Partner Supports

Each partner agrees to provide support to shared customers' progression through local Career Pathway activities. The following provides a summary of partners' supports that will be provided for shared customers. This is not necessarily an exhaustive list and may be updated through the work of the Process Improvement Teams and Steering Committee.

Activity/Support	Career Center (BCTC, DCS)	ABE (BCC, SER, BCC/TPS, BC Sheriff)	SCEP (Citizens for Citizens)	Voc Rehab (MRC, MCB)	Department of Unemployment Assistance
Career Planning/Counseling	X	X		X	
Skills Assessment (including testing)	X	X	X	X	
Vocational Counseling	X	X		X	
Job Readiness Activities (Workshops/other)	X	X		X	
Career Exploration	X	X		X	
Job Search & Placement Assistance	X	X	X	X	
Job Placement Follow-Up	X	X	X	X	
Occupational Training (funding support)	X			X	
Employer Outreach and Recruitment	X		X	X	
Supportive Services (i.e. childcare, transp)	X	X		X	
Work Experience Components	X		X	X	
Assistive/Rehabilitative Technology				X	
Literacy/Math - ABE classes		X			
Language upgrade (ESOL classes)		X			
Citizenship Preparation		X			
Transition to College Assistance		X		X	
Unemployment Claim Opening & Information					X
Computer Workshops/Training	X	X			
Vocational / Vision Rehabilitation Therapy				X	

In order to facilitate increase effectiveness to individuals with disabilities, partners also agree to identify a participant to serve on the Bristol MHBWB's Disability Action Committee. The DAC is charged with improving overall workforce development services to individuals with disabilities and advises the MHBWB and Career Center operator on issues regarding physical accessibility, adaptive equipment and auxiliary aides, technology, and other issues related to serving this priority population.

I. Staff Coordination and Outstation

In order to foster maximum integration and coordination of services, the One Stop Career Center and Career Center Partners agree to designate a lead staff person to work collaboratively on behalf of their clients.

Each partner agrees to participate in the development of an outstation plan. Further, each party to this MOU agrees to achieve an outstation of staff in one of two ways.

1. **Physical Outstation (preferred):** The partner agrees to outstation staff at one or more of the region's One stop Career Center. The schedule and location will be established through joint discussions with Career Center management staff. It is understood that the Centers' office space and support such as telephones, fax, copier and other similar resources available to these out-stationed staff may be limited due to the limited funding available to the Centers. It is understood that the staff resources contributed by partners may only be used for providing employment-related services to individuals who are eligible or potentially eligible for services by the respective partner.
2. **Functional Outstation:** The partner agrees to identify one or more staff to participate in the region's Career Center 101 certification training and all professional development/training activities as referenced in section VIII. Through this process partner staff will become highly knowledgeable in Career Center and partner services and would be able to work with Career Center and other partner agencies to ensure that customers will be able to access their agency's services. These staff will also be able to act as a near equivalent to a Career Center outstation at their respective locations.

The Career Centers agree to outstation staff on a periodic basis at partner sites. The schedule will be mutually agreed to between the Career Centers and respective partners. If sufficient funding is available through infrastructure and shared cost agreements, the Career Center agrees to work with partner organizations to schedule periodic outstations that may occur in the evening to maximize service to the widest range of customers possible.

J. Technology

The partners shall work to increase availability of "virtual" services through the use of technology. The Career Center shall work with partners to achieve off site access to Career Center services. Initially this will include a number of resources that would assist customers in career exploration, job readiness, and employment opportunities. Specific examples which will be available to Career Center partners include JobQuest, Career Ready 101, TORQ, MassCIS, HWOL, job search engines, MHBWB labor market reports, MHBWB industry specific Career Ladder studies and the local Hot Jobs publications.

To support the implementation of a universal service strategy, at a minimum the following technology shall be available to individuals with disabilities within the career center resource rooms:

- **Zoom Text-** Screen enlarger which magnifies text and images on computer screen from 2 to 18 times.
- **JAWS-** A voice synthesizer which outputs computer contents through its speakers.

- **Kurzweil 3000**- Reading software that works with a computer and scanner to make electronic text available to people with visual and learning disabilities.
- **Scanner** – A necessary tool in the process of converting printed documents into formats that can be read with Zoom Text and JAWS software.
- **Dragon Naturally Speaking** – Hands free speech recognition software which enables the user to access the web, email and perform computer functions.
- **Kensington Mouse**- A trackball computer mouse that enables the user to perform mouse functions with reduced hand and wrist movements.

• **Communication Access for Deaf and Hard of Hearing jobseekers- upon request, Interpreters and CART services will be secured through the Massachusetts Commission for the Deaf and Hard of Hearing.**

- **TTY** – Enables Deaf customers to contact employers and community resources.
- **Braille Labeler**- Used to label formatted disks, materials and signage.
- **Tape Recorders**- Used as a note taker at meeting, and workshops.
- **Adjustable Table**- electronically powered table adjusts its height with a push of a button.

Adaptive equipment shall also be available in the on-site Computer Lab for customers enrolled in the 60 hour Fall River career center computer program.

In addition, career center and partner staff shall be aware of the various pre-installed accessibility features on all computers (e.g., sticky keys, filter keys, toggle keys, mouse keys, screen enlargement, pointer enlarger, etc.), and how these can be used to meet individual customer needs.

Partners commit to ensuring that career center adaptive technology is available to provide customers with disabilities access to all services. Partners also commit to participating in periodic reviews to determine if new or upgraded technology is necessary to support universal access to service.

IX. PROFESSIONAL DEVELOPMENT

To maximize coordination and delivery of services, all partners agree to participate in a regional Professional Development Plan that will develop and enhance each organization’s staff capacity to serve the shared customer. Staff will be adequately cross-trained as a result of their participation in capacity building and staff development activities.

The Career Center and each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. To that end, each partner agrees to:

- Hold at minimum two formal training sessions each year regarding their services including program regulations, eligibility requirements, work requirements, core and intensive services available, support services available and all other relevant information regarding the delivery of services.
- Identify staff to fully participate in Career Center Partner training sessions that occur throughout the year.

- Identify staff to participate in training sessions by non-required partners that are able to provide additional services to shared customers.

In addition to the standard trainings, partners are encouraged to identify at least one staff that will, in addition to attending established training sessions, go through a local Career Center 101 certification training. This will include attendance at a Career Center seminar, Job shadowing career center staff for a day, attending a job club session, and other more intensive exposure to direct career center activities. Trainings will be coordinated to occur over the course of the year in different areas of the region to maximize staff participation. A schedule of activities will be negotiated between the MHBWB, Career Center and partners.

X. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of One-Stop Operator as required by WIOA, at least once every 4 years. This participation will include providing feedback during the development of the Request for Proposals. In addition, partners agree to participate in one of the following ways: Direct participation on the MHBWB's designated review committee or by providing written comments to the MHBWB's Review and Executive Committees prior to final approval of the full board.

XI. PERFORMANCE MEASURES

The MassHire Bristol Workforce Board in agreement with the OSCC Partners agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between the Local Board and the mandated Career Center partner, including incentives and penalties. This review will occur at the Career Center Partners Steering Committee in accordance with their normally scheduled meetings.

XII. DATA SHARING FOR INTEGRATED SERVICE DELIVERY

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once where possible. As well, partners agree that the need to report performance outcomes necessitates sharing information regarding customers' achievement of education, training, credential, and employment outcomes.

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.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information is subject to various requirements set forth in Federal and State privacy laws.

Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

XIII INFRASTRUCTURE AND SHARED COST

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. As such, all parties to this agreement acknowledge that the Local MOU herein serves the purpose of the infrastructure funding agreement (IFA) as required by WIOA. The infrastructure funding agreement as described will be revisited on an annual basis and periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged in proportion to relative benefits received.

Infrastructure funds are apportioned at the state level based on the percentage of shared customers served in each 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) or Contracts with the MassHire Department of Career Services (MDCS), as 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. MDCS will monitor the spending of all shared and infrastructure costs and Local partners agree to meet regularly to discuss integrated service delivery strategies and the shared and infrastructure funds needed to actualize services. On an annual basis, local partners will provide suggestions and recommendations to state level partners for adjustments to shared and infrastructure funds allocated. The utilization of infrastructure funds will be reviewed on a quarterly basis. Staff time and in-kind resources attributed to shared costs will be reviewed annually for necessary adjustments.

Shared delivery costs must meet the following conditions:

- The contribution is recognized and accepted by all partners,
- The contribution has the effect of offsetting a cash contribution toward local one-stop delivery system costs that would otherwise be due from the partner making the non-cash contribution, and
- The contribution is valued consistent with 2 CFR part 200.306 to ensure the contribution is fairly evaluated and meets the contribution partner's proportionate share.

XIV. AMENDMENT

This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies. Amendments for any changes that will affect the responsibilities of all parties, require the signatures of all parties.

XV. SIGNATORIES

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers. 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.

By signatures affixed below, the parties specify their agreement:

Email approval from each MOU Team Member is keep on file at the MassHire Bristol Workforce Board

Paul E. Coogan
Mayor, City of Fall River
Chief Elected Official

Carl Garcia
Carl’s Collision
Chair, MassHire Bristol Workforce Board

Thomas Perreira
MassHire Bristol Workforce Board
Executive Director

Beth Viveiros
Bristol County Training Consortium
Local Career Center Operator

Anne Borges
MA Department of Career Services
DCS Operations Manager

Fabienne Renelien-Hannigan
MA Rehabilitation Commission
Fall River Area Director

Email approval from each MOU Team Member is keep on file at the MassHire Bristol Workforce Board

Gail Bernier
Citizens for Citizens, Inc.
Senior Community Service Employment Program

Karyn Gonzalez
MA Department of Transitional Assistance
Taunton/Attleboro Area Director

Julie Boren
MA Commission for the Blind
Regional Director

Carmen Botelho
Bristol Community College
Adult and Community Learning Services

Maria Ferreira-Bedard
SER Jobs for Progress, Inc.
Adult and Community Learning Services

Ana Arruda
Bristol County Sheriff's Office
Adult and Community Learning Services

Heather Harrison
Bristol Community College
Adult and Community Learning Services

Dale Hayden
Bristol Community College
Adult and Community Learning Services

Eileen A. Cruz
Bristol Community College
Adult and Community Learning Services

Wendy Savary
MA Department of Unemployment Assistance
Federal-state unemployment compensation
program

David Sykes
MA Rehabilitation Commission
Taunton/Attleboro Area Director

Melissa A. Zeitz
MA Department of Transitional Assistance
Fall River Area Director