

## Attachment A

### Workforce Innovation and Opportunity Act (WIOA)

#### Joint Partner Local Memorandum of Understanding (MOU)

##### Guidance

#### **Introduction: Toward a diverse, equitable and inclusive integrated workforce service delivery system.**

Through executing a local Memorandum of Understanding (MOU), MassHire Career Center (MHCC) Required Partners support an integrated, customer-focused service delivery system that is diverse, equitable and inclusive that meets the needs of priority populations as well as local businesses. As such, the MHCC Required Partners will convene locally to discuss and agree to their roles and responsibilities toward ensuring an effective integrated service delivery system and document these agreements in the local Memorandum of Understanding (MOU).

This guidance includes a description of the MOU components, content, and activity benchmarks that guide the development of a successful MOU. This policy guidance specifies required elements of the local MOU and establishes a “floor” set of expectations upon which the 16 local areas can build customized elements.

It is critical that MassHire Workforce Boards lead Partners through a discussion of vision for the region, a dialogue on needs for each priority population, and a basic mapping process of how existing services can fit together to support an individual along an integrated, career pathway that may span several years and systems. This type of dialogue and system mapping lays out a picture of how each Partner organization is bringing resources to the table as “shared” costs and outline the type of infrastructure funding to be contributed to the comprehensive MassHire Career Center in the region.

During discussions on service delivery design and customer flow among local Partners, resources and costs are identified to fully realize the service delivery strategy, i.e., staffing, space, technology, etc. The approach to infrastructure and shared cost funding may differ by Partner agencies. As a result, discussion among MHCC Required Partners at the state level resulted in examples and the parameters that each state agency/Partner supports and encourages for their local representative on the MOU, under which local negotiations with respect to infrastructure and shared costs occur.

State-level partners (signatories of the State MOU) will provide support to local MOU teams to realize the vision of a diverse, equitable and inclusive integrated service delivery. To that end, more engagement and guidance on establishing and implementing core diversity, equity and inclusion principals is forthcoming. MOU teams are encouraged to discuss and document such efforts in their local MOUs to establish shared understanding and partnership. Future MOU guidance will include the MOU content, local partnership activity, and benchmarks expected of MOU teams to integrate diversity, equity and inclusion principals.

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## I. PURPOSE

The purpose of the local MOU is to:

1. **Articulate a coordinated vision for organizing the Massachusetts public workforce system** to produce the best possible outcomes for shared customers – youth, job seekers and businesses.
2. **Articulate the establishment of local area partnerships** that work together to connect, integrate and enhance services by sharing staffing and/or resources or jointly design services that improve outcomes for “shared” customers – youth, job seekers and businesses.
3. **Establish agreement at the local level to design and coordinate a diverse, equitable and inclusive service delivery system** through the MHCC Required Partners and other partners to ensure that Massachusetts businesses and job seekers, including those individuals with disabilities, low-income status, Veterans, those with education or language barriers, and other individuals “shared” by the MOU partners achieve/demonstrate measurable outcomes in the areas of education, training, job placement/retention, and wages.
4. **Articulate agreement with State Partners negotiated methodologies and approach to shared and infrastructure costs** for existing and newly designed partnerships and service delivery between the required WIOA partners that allow individuals to have meaningful access to a variety of programs and resources through the MHCCs.

## II. MISSION

To coordinate the education, workforce and business services of the MHCC Required Partners and non-required Partners through the MassHire Career Center system to support job-driven career pathways for individuals that lead to a diverse, informed, educated, and skilled workforce that meets the 21<sup>st</sup> century needs of businesses.

## III. MASSHIRE CAREER CENTER REQUIRED PARTNERS (MHCC Required Partners)

- A. The MassHire Career Center Required partners are delineated in the Workforce Innovation and Opportunity Act (WIOA) as defined in Section 121 (b) and WIOA Regulations 20 CFR Part 678.400. These mandatory partners of the One-Stop Career Centers and include:

1. **The Adult Program (Title I of WIOA)**, as part of the MassHire Department of Career Services (MDCS), Executive Office of Labor and Workforce Development (EOLWD);
2. **The Dislocated Worker Program (Title I)**, as part of the MassHire Department of Career Services (MDCS), EOLWD;
3. **The Youth Program (Title I)**, as part of the MassHire Department of Career Services (MDCS), EOLWD, programs authorized under Title I, including: Job Corps, YouthBuild, Native American programs, and Migrant and Seasonal Farmworkers programs;
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);
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of MDCS, 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 MDCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of MDCS, 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. **Second Chance Act** (Programs authorized under sec. 212 of the of 2007 Second Chance Act (42 U.S.C. 17532)).

**B. Additional non-required Partners** suggested for local area consideration in the development of the local MOU include:

1. Non-profit/Community Based Organizations
2. Massachusetts Office of Business Development (MOBD)
3. Massachusetts Department of Higher Education
4. Massachusetts Department of Veterans Services
5. Commonwealth Corporation
6. Business associations
7. Philanthropic organizations
8. Veterans Service Officer (VSO)

9. Department of Housing and Community Development (DHCD)

#### **IV. ASSURANCES**

The following Assurances are required to be incorporated into each local MOU.

MassHire Workforce Boards and the MHCC Required Partners and non-required Partners agree to conduct the following activities at a local level:

1. Enter into a local MOU with the MassHire Workforce Board related to operation of the MassHire Career Center delivery system.
2. Participate in the operation of the MassHire Career Center delivery system consistent with the terms of the local MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
3. Agree to serve Shared Customers and define how multiple providers, services and resources should support youth, job seekers, and businesses.
4. Utilize the MassHire Career Center Customer Flow and incorporate partner agency points of referral whether in-person or virtual to ensure accessibility and availability of programs and services for shared customers.
5. Ensure the effective use of modern tools and technology that enable shared customers to access needed services to complete program participation and achieve training and employment goals.
6. Develop a process for partner communication, referrals, enrollment, and sharing outcome information on shared customers to staff. And develop a process to review data on shared customers.
7. Use a portion of the funds available for programs and activities to maintain the MassHire Career Center system, including infrastructure and shared costs of MassHire Career Centers, through methods agreed upon by State Partners, MassHire Workforce Board, chief elected official, and local 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)).

8. Provide representation on the MassHire Workforce Boards as appropriate and/or participate in MassHire Workforce Board ad hoc activities/events or on standing committees.
9. Convene locally as an MOU team at least quarterly and agree to the roles and responsibilities each Partner will have in the development of a diversity, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.
10. The local 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 local MOU must be updated to reflect any change in the MassHire Career Center (MHCC) Required Partner infrastructure cost contributions.

## **V. LOCAL MOU**

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 (MassHire) Workforce Boards (Local Board) and the MHCC Required Partners, with the agreement of the chief elected official.

The MassHire Workforce Board will act as the convener of MOU negotiations and together with MHCC Required Partners and non-required Partners, the MOU will shape how MassHire Career Center services are delivered.

### **A. Memorandum of Understanding Content Development Process**

The MassHire Workforce Board convenes representatives of the MHCC Required Partners and non-required Partners and other stakeholders in the local workforce area to develop shared service strategies for youth, job seekers and businesses and identify the alignment of required and non-required partner programs related to the flow of services to shared customers.

Local strategies include but will not be limited to operational and service workflows, related referral processes, coordinated staff development and training, outreach, marketing and community integration, co-locations of staff (physical or virtual) and the nature and provision of related infrastructure and shared costs.

These strategies are designed locally to meet the service, resource and technology needs of the career center and take into consideration the individual characteristics, service needs and resources of each of the MHCC Required Partners.

Strategies should be both data and demand-driven to advance the development of local service strategies and the needs of businesses and job seekers.

The Local MOU includes attestation that the Parties of the 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 all required Partners. And, that the State Level Partners will issue allocations for shared and infrastructure costs to the MassHire Workforce Development Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. When shared and infrastructure costs are not established by State Partners, local areas will negotiate these costs with the Partner agency that operates programs or activities within the local area.

Cost calculations will take into consideration the proportionate share of use by each partner consistent with budgets, mandates and program limitations and must be spent solely for purposes allowable according to the partner-authorizing statutes and other applicable legal requirements, including Federal cost principles.

Shared and infrastructure amounts will be assessed and adjusted annually in accordance with proportionate share of use. MassHire Workforce Boards may negotiate financial agreements with each partner annually to update funding of services and operating costs of the system under the MOU. The agreed upon infrastructure will be included within the local area's integrated budget.

## **B. Memorandum of Understanding Content**

The local MOU must include but is not limited to:

1. A description of the process to develop the MOU.
2. A description of the needs and size of the WIOA priority populations and other key customer groups in the region identified by the MOU Partners. At a minimum, WIOA requires that each local MOU address: unemployment insurance claimants; low-income adults including TANF and SNAP recipients, homeless; Adult Education participants (Title II); individuals with disabilities (Vocational Rehabilitation Title IV); Veterans; older workers (Title V); re-entry populations (program authorized by the Second Chance Act) ; and, youth, including youth with barriers to employment including youth participating in YouthBuild and Job Corps programs.
3. A description of the continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. Include a description or a visual of the customer flow across MOU partners,

and a description of how each priority population are served through the partnership. The description should include:

- a. A description of the type of services shared customers receive between MOU Partners (both MHCC Required Partners and non-Required Partners) along the service continuum. The types of supports and services available for each priority population through the MOU partners (both MHCC Required Partners and non-Required Partners) that promote the education, training and career advancement of individuals receiving services. Stipulate the roles of the MOU partners in providing supports and services.
  - b. The process for partner referrals of individuals to MHCCs for services and subsequent shared customer designation.
  - c. Methods for referring individuals between the partners for appropriate services and activities.
4. A description of the continuum of services available for business customers in the MassHire Workforce Development Area based on a customer-centered design or career pathway model. Include a description or visual for the business customer flow across MOU partners in the local area, including the types of supports and services available, the roles of the organizations in providing integrated services and referrals between organizations for the business customers.
5. A description of agreements and efforts to integrate principles of diversity, equity and inclusion in the local partnership and service delivery.
6. A description of the use of technology to access services and materials available through MassHire Career Center delivery system.
7. Where applicable, a description of access to MassHire Career Center services (in-person, virtual, etc.) during times when specific customers from MHCC Required Partner programs are available outside regular hours of operation (e.g. evenings and weekends). [This component is locally negotiated based on resources and approved at a state-level when staffing contracts are involved.]
8. A description of partner engagement toward building skilled worker pipelines for priority and critical industries and occupations as identified in the region's Regional Labor Market blueprint (e.g. outreach, recruitment, planning for workforce training initiatives, etc.)
9. A plan for cross-training staff on WIOA Required Partner programs, eligibility requirements, and services.

10. A plan for coordinating marketing and outreach of programs and services for jobseekers, youth and businesses.
11. Identify a plan for ongoing recognition and celebration of staff, partner and customer success, including nominating teams and individuals for MassHire Awards.
11. Assurances of participation of the MHCC Required Partners in the competitive selection process for the MassHire Career Center lead operator/service provider in the Masshire Workforce Development Area.
12. Agreement that, at the state level, Partners will work together to develop the formula for distribution of shared and infrastructure funding based upon local data for each of the 16 MassHire Workforce Development Areas. Inter-Agency Service Agreements have been executed with MassHire Department of Career Services, who is the State Workforce Agency (SWA), and each required WIOA State Partner to utilize the current integrated budget format to show in-kind and shared costs, including infrastructure costs as a method to record joint costs.
13. Agreement to negotiate with WIOA Required Partners locally when state level infrastructure agreements are not in place.
14. Include the duration of the MOU including commencement and termination date, and include the clause “unless otherwise terminated by agreement of all parties or superseded.”
15. Assurances that the MOU review will occur not less than every three years. WIOA Sections 121(c) (g) require that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, also including effectiveness, 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.
17. The MOU will contain the assurances outlined in Section IV of this policy guidance.
18. 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.
19. The MOU must include all requirements as set-forth in the WIOA MOU Joint Partner policy guidance.
20. The local MOU will reflect an agreement of the MOU partners to jointly review the WIOA mandated performance metrics for the region or metrics negotiated as part of any shared and infrastructure contract costs between a local area (MassHire



Workforce Board) and the mandated MassHire Career Center Partner, including incentives and penalties.

- The MOU is considered fully executed when it contains the signatures of the MassHire Workforce Board, MHCC Required Partners, and the Chief Elected Official (CEO) and stipulates the duration for which the MOU is in effect.
- As stated above, the MOU must be updated not less than every 3 years to reflect any changes in the signatory official of the MassHire Workforce Board, MassHire Career Center Partners, and Chief Elected Official (CEO), changes to operational structures or changes to infrastructure cost contributions.

### **C. Infrastructure and Shared Cost Funding**

Infrastructure funds and shared costs are used to support the coordinated efforts of each MassHire Career Center and its required Partners to ensure business-driven career and service pathways for shared customers, as well as the general operation of the MassHire Career Centers. WIOA sec. 121(h), sec. 121(i), WIOA Regulations 20 CFR 678, and Subpart E 20CFR 700-760 require that One-Stop Career Center (MHCC) partners contribute jointly to fund infrastructure costs, and use a portion of the funds available to support their programs, activities and services operated through a local comprehensive One-Stop Career Center (MHCC) consistent with the proportional burden, program mandates and limitations and the state infrastructure cost default funding caps, in cases where local consensus is not reached.

These supporting costs are two different types of costs, defined as shared and infrastructure costs (see next section for definitions). The proportion of the shared costs and infrastructure funds paid by each MHCC Required Partner (Section III of this guidance) must be in accordance with Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program and all other applicable legal requirements.

The MassHire Career Center Required Partner funding is intended to:

1. Maintain the MHCC delivery system to meet the needs of the local area;
2. Reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among Partners;
3. Reduce overhead by streamlining and sharing financial, procurement, and facilities costs;
4. Encourage efficient use of information technology;
5. Ensure that costs are appropriately shared by MHCC Partners by basing contributions on proportionate share of use, and requiring that all funds are spent solely for allowable purposes;

6. Support the development and implementation of career and service pathways within the career center in coordination with Required Partners; and
7. Ensure that services provided by MHCCs are allowable under the Partner's program.

## **VI. COSTS DEFINED**

In addition, state partners are encouraging all MOU Partners to see shared costs as a way to quantify and articulate the costs associated with better integration of services from the customer perspective in order to demonstrate the in-kind and cash resources that Partners utilize to set up new programming. The federal WIOA law and regulations focus on utilizing contributions from the MHCC Required Partners as the way to provide necessary resources to ensure access to MHCC Required Partner program services through the MassHire Career Centers in at least 1 comprehensive MassHire Career Center in the region. Local MOU teams should ensure dialogue in each region that starts with team building, asset mapping, service design and then the consideration for how local areas approach discussions related to shared and infrastructure costs.

### **1. Shared Costs**

Shared costs are costs jointly identified by the MassHire Workforce Development Boards, MassHire Career Center Operators, and OSCC Required Partners to provide services to shared customers (co-enrolled participants) across program staff and facilities. MassHire Career Centers and MHCC Required 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 MassHire Career Center Partners
- Business services
- Support for programs to invest in or create access to assistive technologies

Shared costs WIOA 121 (i) and WIOA Regulations (20 CFR Part 678.760) must be determined as part of the Local MOU and may be comprised of cash and non-cash resources.

Potential in-kind shared costs may include:

- Co-location of staff
- Technology (e.g. Partner donation of computers/software)
- Event costs

- Materials provided to the MHCC from the Partner program (e.g. books, curriculum, testing materials, etc.)
- Cost paid by the Partner program for services to the customer (e.g. education/training, tuition, staff salaries, etc.) used by the program Partner to benefit the “shared” customer (i.e. the leveraged cost from the Partner that is paying for services for the customer)

Partners will incorporate regular review and assessment of shared costs as part of the MOU Team meetings.

## **2. Infrastructure Costs**

Each MHCC Required Partner must support the MassHire Career Center delivery system by jointly funding the infrastructure costs of the MassHire Career Center for at least one comprehensive MassHire Career Center in a region. Required Partners that operate programs and activities in the local area must be included as a partner to the local MOU and as such contribute infrastructure costs where the Career Center infrastructure costs are defined as non-personnel costs necessary for the general operation of the center, including:

- Facility rental costs
- Utilities and maintenance
- Equipment (including assessment-related and assistive technologies for individuals with disabilities)
- Technology to facilitate access to the MassHire Career Center (including planning and outreach)
- Common MassHire Career Center delivery system identifier costs (signage and other identifier-related)

Once contributions are identified locally via successful MOU negotiations or at the state level, the method of transferring negotiated Partner funds/contributions to the MassHire Career Center system may be via direct contract from the Partner to the local area or to the area via funds/contributions transferred from the state partner through EOLWD, as appropriate.

## **VII. NEGOTIATED AGREEMENT CONCEPT**

WIOA law (Sec. 121 B1 & h) and 20 CFR §463.510 cites that all required partners must contribute to support both shared and infrastructure costs of the one-stop centers. The Final Rule notes that “Jointly funding services is a necessary foundation for an integrated service delivery system.”

The Commonwealth's State Partners, in agreement with the MassHire State Workforce Board and MassHire Workforce Boards determined that local staff of certain State Partners did not have the authority to negotiate local infrastructure costs above a State imposed cap of funds or federal formula distribution. Therefore, all WIOA State and Local Partners agreed that the most important activity to spearhead the local MOU process would be for the local MOU teams to convene, establish relationships, identify shared customers and work on improved customer flow within each of the MassHire Workforce Development System's sixteen local workforce areas. And, at the state level, Partners would work together to develop the formula for distribution of shared and infrastructure funding based upon local data from each of the 16 workforce areas.

As the State Workforce Agency (SWA), the MassHire Department of Career Services (MDCS) maintains a master contract with each of the 16 Chief Elected Official's Fiscal Agents. To facilitate distribution of Partner funds to the local areas, State and Local Partners agreed that MDCS would act as the conduit of funds to support shared and infrastructure costs utilizing this established contracting mechanism. This cost effective and efficient manner for transferring these funds enables the local MOU teams to focus on customer service and to negotiate in every local area the specific use of the funds, individualized, based upon each Partner's contribution and negotiated by local Partner representatives. MassHire Workforce Boards, in conjunction with their local Fiscal Agent, will ensure all allocations are incorporated into the local integrated budget during the annual planning process. The local MOU teams will monitor the ongoing use of the funds, evaluate the actual cost vs. benefit and will offer recommendations for funding adjustments for the next fiscal year.

WIOA State Partners will receive Fiscal Status Reports (FSRs) on a quarterly basis for the purpose of jointly monitoring local area infrastructure expenditures.

Each fiscal year, the WIOA State Partner Infrastructure Contribution policy that provides notification of infrastructure funding allocated to the local workforce areas will be updated. MassHire Workforce Boards must include the link to this policy in the MOU to ensure the MOU is reflective of the current WIOA Partner infrastructure amounts allocated to the local workforce area.

For the WIOA State Partner infrastructure contributions, the policy link is found here: [WIOA State Partner Infrastructure Contributions](#).

To ensure compliance with WIOA, the MassHire State Workforce Board, and State and Local Partners agree that language must be included in each WIOA Joint Partner Local MOU attesting to the fact that the local areas (including CEOs) are in agreement with this process. The following language is required to be included in each of the 16 local MOUs:

*“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.”*

### **VIII. MOU IMPASSE**

The MassHire Workforce Board must report to the State Board, Governor, and the appropriate WIOA relevant state agencies if MOU negotiations with MHCC Required Partners, not pertaining to infrastructure funding, have reached an impasse. Any impasse related to infrastructure costs must be resolved using the State infrastructure cost funding mechanism as defined above.

The MassHire Workforce Board and Partners must document the process and efforts that have taken place in MOU negotiations up to the point of impasse.

The State Required Partners may consult with the appropriate Federal agencies to address the impasse related to issues other than infrastructure costs.

If the MassHire Workforce Board and the Local MHCC Required Partner(s) cannot execute an MOU that meets the statewide expectations outlined in the statewide MOU, the Departments administering WIOA funding and departments administering One-Stop Career Partner programs will finalize the agreement for the local area through an

approved dispute resolution process as provided for by the State Board and the Governor defined in Attachment D.

## **IX. STATE INFRASTRUCTURE COST FUNDING MECHANISM**

In the State MassHire Career Center infrastructure funding mechanism, the Governor, after consultation with the Chief Elected Officials, State Board and MassHire Workforce Boards determines the MHCC Required Partner's contributions, based upon a methodology where infrastructure costs are charged to each Partner in proportion to relative benefits received and consistent with the Partner's programs' authorizing laws and regulations including Federal cost principles, and other applicable legal requirements.

WIOA Section 121 (h) and WIOA Regulations 20 CFR Part 678.735 include the limitation for the OSCC (MHCC) Required Partner contributions based on a percentage of their Federal funding allocation. These limitations do not apply at the outset to the funding agreements, instead are a cap on required contributions determined by the Governor if consensus is not reached at the local level between the Local (MassHire) Workforce Board, Chief Elected Officials and OSCC (MassHire) Required Partners.

If State or MassHire Career Center Required Partners fail to negotiate infrastructure costs, the MassHire Workforce Board must notify the State Board and the Governor as described in WIOA 121 (h) and the WIOA regulations 20 CFR Part 678.725 and the state infrastructure mechanism will trigger as defined in Attachment D.

## **X. PARTNER AGREEMENTS**

MassHire Workforce Boards and MHCC Required Partners and non-required Partners agree to address the following items and review and revise as needed:

1. **Agreement to participate on the local MOU Planning Team**, including representation from MHCC Required Partners and non-Required Partners (Title I, II, III, IV, TANF/SNAP, Unemployment Insurance, SCSEP, Veterans and other locally identified partners such as higher education, community-based organizations serving special populations etc.).
2. **Agreement to incorporate diversity, equity and inclusion in the partnership and integrated service delivery.**
3. **A strategy and process to share information on the labor market** analyzed by the MassHire Workforce Board between the local MOU Partners to align education and training programs with high-demand career pathways (led by local Boards).

4. **Develop, refine, or describe career pathways or service flows for youth 16-24** across WIOA Youth programs, local MassHire Career Centers, Adult Education (Title II)/DESE, TANF/DTA, MRC/MCB, YouthWorks, Job Corps, YouthBuild and other key partners in the local area. The pathways or service flows will identify the roles for each Partner in supporting career pathway development specifically for youth.

In order to implement the elements of career pathways models that require shared program design, service delivery, staffing or infrastructure costs, local areas could consider the following for shared resources:

- a) The development of a WIOA youth procurement process to include how services will be aligned as a method to leverage resources and to provide a continuum of services for out-of-school youth.
  - b) Identify and implement strategies for referrals and co-enrollment of youth 16-24 across Required Partner Programs.
  - c) Leveraging resources collaboratively for the purpose of expanding access to credentials and work-based learning for low-skilled individuals and out-of-school youth 16-24 (local Partners can pursue joint applications for “sector” initiatives, expanded use of federal funding, expand “pathways” funding on specific populations and career pathways, align programming with YouthWorks, YouthBuild, Job Corps, etc.).
5. **Develop, refine, or describe service pathways for unemployment insurance claimants** through the Reemployment Services and Eligibility Assessment (RESEA) program. The MassHire Workforce Boards, MassHire Career Centers and the Department of Unemployment Assistance will continue to refine the service flow for individuals receiving unemployment insurance who are required to participate in the RESEA Program.
  6. **Develop, refine, or describe service pathways for low-skilled, low-income individuals for “shared customers” between service providers.** This should include the local MassHire Career Centers, Adult Education (Title II)/DESE, TANF/DTA and other key partners such as community-based organizations serving immigrants, refugees or homeless individuals.

The local area Partners will identify the roles for each Partner in supporting career pathway development specifically for low-income, low-skilled adults, limited English proficient adults and incorporate Career Pathway Guidelines developed by Adult and Community Learning Services (ACLS) for ABE/ESOL programs.

In order to implement the elements of a career pathway model that requires shared program design, service delivery, staffing or infrastructure costs, local areas could consider the following ideas for shared resources:

- a) Leverage resources collaboratively for the purpose of expanding access to credentials and work-based learning for low-skilled individuals (local partners can pursue joint applications for “sector” initiatives such as the Workforce Competitiveness Trust Fund or Workforce Training Fund, expanded use of federal funding, expand the Adult Education Career Pathway models piloted in regions, “pathways” funding on specific populations and career pathways, etc.) Consideration should also be given to leveraging service pathways and agreements generated from the DTA Work Participant Program (WPP).
  
- b) Align and map out the supports for individuals from different programs along a career pathway to support long-term, credential attainment.
  - Staff across agencies work on a cross-agency, “case management” team to connect child care resources, public benefits, education and training through the Employment Services Program (ESP), SNAP, Employment and Training, MassHire Career Centers (including the Community College Navigators), Adult Education, Community Colleges and other partners.
  
  - Priorities for customer access to Adult Education enrollment, MassHire Career Center ITAs, community college grants or other resources are created for “shared” customers who are moving along a career pathway, subject to consideration of any particular program restrictions or requirements.
  
  - Leverage the WorkKeys tools across partners for individuals with barriers moving along a career pathway. Adult Education, MassHire Career Center, and Community Colleges can collaborate to provide access to WorkKeys to individuals who are “shared” customers across programs, including TANF/SNAP, MRC, MCB, Veterans and other partners.
  
- c) Expand existing local and regional Career Pathways Models. MassHire Workforce Boards, MassHire Career Centers and WIOA partners (TANF, MRC, MCB, Veteran’s etc.) work with ACLS to support the Adult Education Career Pathways models and offer comprehensive services for “shared customers”.
  
- d) Out-stationing of staff across Core Program sites (MassHire Career Centers, Partner or community sites) based on career pathway maps and customer needs.



- On-site expertise of MHCC Required Partner program staff at MassHire Career Centers to develop integrated assessment, referrals, targeted workshops and access MassHire Career Center resources to support a career pathway for individuals e.g. basic skills, high school equivalency preparation, ESOL, Career pathway programs, WorkKeys, National Career Readiness Certificate (NCRC), Community College Navigators (information on higher education options/financial aid), financial counseling, job fairs, employer industry panels job seekers, etc.

Local partners agree on a job description for out-stationed personnel to meet local customer needs to help navigate the broader workforce system (e.g. understand MassHire Career Center services and MHCC Required Partner Programs), refer to guidance set by state agencies.

- Staff work together to develop on-site workshops for job seekers at MassHire Career Centers provided by staff from MHCC Required Partner programs (MCC, Adult Education, DTA, Higher Education, etc.) tailored to individuals with limited education and skills that provide information on specific resources for this population (e.g. high school equivalency preparation, ESOL, Career Pathway programs, transition to college opportunities), WorkKeys, National Career Readiness Certificate (NCRC) child care vouchers (DTA), public benefits counseling, transportation (DTA), Community College Navigators (information on higher education options/financial aid), financial counseling, job fairs, employer industry panels job seekers, etc. (Offered at various sites.)
- MassHire Career Centers ensure adequate and designated space for the out-stationed staff in each region for each program. Career Center staff provides training and ongoing support to the out-stationed personnel.

**7. Develop, refine, or describe service pathways for adult individuals with disabilities who are “shared customers”** between local MassHire Career Centers, and Title IV Vocational Rehabilitation through MRC and MCB and other Partners. The local MOU Partners will identify the roles for each Partner in supporting career pathway development specifically for individuals with disabilities.

In order to implement the elements of a career pathway model that requires shared program design, service delivery, staffing or infrastructure costs, local MOU Partners could consider the following for shared resources:

- a) Adoption of best practices from the Disability Employment Initiative grants, such as employer-driven training, on-the-job training, resource teams for career counseling (Integrated Resource Team) and other collaborative initiatives;
- b) Align and map out the supports for individuals from different programs along a career pathway to support long-term, credential attainment;

- c) Leverage resources to facilitate access to training for people with disabilities, including the MassHire/MRC Training Partnership initiative;
- d) Creation and implementation of workshops for job seekers with disabilities at MassHire Career Centers covering specific resources, SSI and VR benefits counseling, pre- and post-employment support services offered through VR, job fairs, employer industry panels for job seekers, etc. (Offered at various sites.)
- e) Access to support and adaptive technologies;
- f) Out-stationing of staff across MHCC Required Partner Program sites (MassHire Career Centers, Partner or community sites) based on career pathway maps and customer needs;
- g) Facilitate financial support for Adult Education programs to invest in assistive technologies for customers with disabilities.

**8. Develop, refine, or describe service pathways for Veterans** who are “shared customers” between local MassHire Career Centers and the Department of Veterans’ Services and other key partners. The local area Partners will identify the roles for each Partner in supporting career pathway development specifically for Veterans.

In order to implement the elements of a career pathway model that requires shared program design, service delivery, staffing or infrastructure costs, local Partners could consider the following for shared resources:

- a) Creation and implementation of workshops for job seekers who are Veterans at MassHire Career Centers covering specific resources, Disabled Veteran Outreach Program (DVOP)/Local Veterans Employer Representative (LVER), Department of Veterans resources, use of TORQ for career counseling, WorkKeys, employer industry panels job seekers, resources for Veterans with disabilities (e.g. access to support and adaptive technologies) etc.
- b) Creation of a referral processes for directing Veterans with Significant Barriers to Employment (SBE) to local DVOPs and other appropriate services.

**9. Develop, refine, or describe service pathways for businesses** that promote partnerships with the public workforce system and other MOU Partners to meet the employers’ talent sourcing, talent development, and pipeline development needs. Specific strategies and system collaboration could include:

- a) Develop a local business talent assessment, utilizing regional labor market data, regional economic development agencies, and business intelligence gathered from interactions with business representatives and MOU partners.

- b) Develop a coordinated, streamlined regional strategy for business partner outreach and follow up.
  - o Utilize MassHire BizWorks as a starting place to develop a regional consultation process to coordinate partners, access statewide training for regional business services staff and share information.
- c) Share feedback directly from businesses that utilize public services.

10. **MOU Teams will convene locally at least quarterly** and agree to the roles and responsibilities each Partner will have in the development of a diversity, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.

## **XI. AMENDMENTS TO THE MOU**

- A.** The MOU may be modified by mutual agreement of the WIOA Required Partners and the MassHire Workforce Board (example: funding changes). Any such modification will 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 MassHire Workforce Board meeting at which the modification will be discussed.
- B.** Any individual party to the MOU may request a modification to the agreement by making such request in writing to the Board Chair. If such a request affects any other party to the agreement, the Board will provide notification to the other parties.
- C.** The MOU may be modified at any time to include additional MassHire Career Center partners (mandatory or non-required) who will sign the agreement and appropriate attachments at the time they are being added. All parties to the MOU will be notified in writing of the intention to add parties to the agreement.
- D.** If a Required WIOA Partner appeals to the State regarding infrastructure costs results in a change to the MHCC partners infrastructure cost contributions, the MOU must be updated to reflect the final One-Stop partner infrastructure contributions [WIOA §678.500(e)].