



**Workforce Innovation and Opportunity Act
MassHire Greater Lowell Workforce Board & Partners
Local Memorandum of Understanding (MOU)**

July 1, 2021 – June 30, 2024

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **MassHire Greater Lowell Workforce Board** with agreement of the **City Manager of Lowell** and the **MassHire Career Center (MHCC) Required Partners**, relating to the operation of the MassHire Career Center delivery of service in the local workforce area.

The **MassHire Greater Lowell Workforce Board** will act as the convener of MOU negotiations and together with **MHCC Required Partners** will shape how local MassHire Career Center services are delivered.

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

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

II. MHCC 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 **Greater Lowell MassHire Workforce Area**, the **MassHire Greater Lowell Workforce Board**, and the Workforce Innovation and Opportunity Act (WIOA) MHCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the MassHire Career Centers and include:

1. **The Adult Program** (Title I), 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 MDCS/EOLWD;
3. **The Youth Program** (Title I), as part of MDCS/EOLWD;

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 DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)).
13. Ex-Offender Program (Sec. 212 of the **Second Chance Act** of 2007)

III. DURATION OF THE MOU

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.

This agreement shall commence on **July 1, 2021** and shall terminate on **June 30, 2024**, unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The **MassHire Greater Lowell Workforce Board** and the **MHCC Required Partners and Non-Required** Partners agree to conduct the following activities at the local level:

1. Enter into a local MOU with the MassHire Workforce Board relating 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 this 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 delivery system, including infrastructure and shared costs of MassHire 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)).
8. 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.
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 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 MHCC Partner infrastructure cost contribution

V. MEMORANDUM OF UNDERSTANDING CONTENT

A. MOU Development Process

From the onset of the COVID-19 pandemic, the Partners met biweekly virtually to discuss sharing of resources, customer flow, and general updates. To develop this document, the MassHire Greater Lowell Workforce Board convened partners met biweekly from April – May 2021. Due to the Covid-19 pandemic, all partner meetings occurred virtually with a majority of partners in attendance. Decisions were arrived at through a consensus amongst the partners.

B. Priority Populations

The following have been identified as priority populations, including but not limited to:

- Unemployed insurance claimants
- Adult education participants (Title II)
- Long-term unemployed
- Veterans
- Low-income (including but not limited to TANF & SNAP recipients and homeless)
- Older workers (Title V)
- Young adults including youth with barriers to employment
- YouthBuild and Job Corps participants
- Individuals with disabilities (Vocational Rehabilitation Title IV)
- Re-entry population
- Individuals in recovery
- Refugees and immigrants

See Attachment A for definitions of priority populations

C. Shared Customers

The definition of a shared customer was developed through examination of the requirements under WIOA, review of services and resources offered by the partners, and the intersection of services across the region.

A shared customer shall be defined as, but not limited to, a job seeker with an employment related goal that is formally enrolled by more than one partner or sequentially enrolled. If applicable a shared customer must meet the eligibility criteria of the partner agency and be willing to complete work readiness activities.

D. Continuum of Services – Job Seekers

The partners agree on a continuum of services and training opportunities for the priority populations based on assessments, eligibility requirements, and availability of funding. A customer-centered design approach will be the framework for services provided to the

identified priority populations.

See Attachment B for the list of job seeker services (basic career services, individualized career services, and training) the Greater Lowell partners will support, financially and in-kind, with the MassHire Lowell Career Center.

a. Referrals

The partners agree to identify a contact/liaison in each organization to expediate referrals. Referrals will be completed through the current, web-based referral portal, available on the MassHire Lowell Career Center's website. Pertinent staff at each of the Partners will have access to the Portal which services as the entry point for serving Shared Customers in the region. All relevant staff will be trained on how the Portal operates and functions.

b. Universal Access

The Partners agree to provide access to resources and technology for shared customers at the MassHire Lowell Career Center during normal operating hours. MassHire Lowell Career Center will provide access to various resources designed to address the skill/resource needs of the identified population including but not limited to assistive technology.

See Attachment C for a list of technology and materials available.

To ensure diversity, equity, and inclusion are fully integrated in the service delivery, the Partners will ensure customers have access to materials and resources in multiple languages and staff that are bilingual. The customer centered design approach is centered around equity.

c. Support Services

The Partners agree to develop a formal list of support services available at their respective agency to shared customers. The workforce board will collect the information and establish a database to share information. Shared customers will be referred to appropriate support services via the Portal.

Please see the below are attachments for service flow for the following:

- Attachment F: Unemployment Insurance Service Flow for RESEA
- Attachment G: Customer-Centered Service Flow for Low-Skilled, Low-Income
- Attachment H: Customer-Centered Service Flow for Adults with a Disability
- Attachment I: Customer- Centered Service Flow for Veterans

E. Continuum of Services – Businesses

The Partners commit to working with employers who have worker skills shortages, are in the region's targeted industries/occupations, and are committed to hiring individuals with disabilities. The Partners will continue to develop strategies to

broaden the services provided on an ongoing basis. This effort will be spearheaded by the Partner Business Services Team.

a) Partner Business Services Team

The Partners will establish the Partner Business Services Team (PBST). Each Partner will identify at least one liaison with their organization to partake in the PBST. The team will meet bimonthly, or as needed, to report out activities, referrals, and sharing of employer related services and events. The PBST agrees to share relevant information including job postings, recruitments, and company leads. The PBST agree to create a system to coordinate with the Career Center to identify job seekers and make referrals based on industry needs.

The PBST liaisons will coordinate with their respective agency lead to secure appropriate referrals to job orders posted within MassHire JobQuest.

The PBST members will offer opportunities for training, where appropriate, to local businesses such as visually impaired assistance training. The PBST agree that providing educational opportunities for local businesses will potentially increase the opportunities for job seekers and enhance the companies' ability serve their customers.

The Business Services Team will place an emphasis on industry and occupational priorities included in the MassHire Greater Lowell Workforce Board's strategic plan and the Northeast Labor Market Blueprint, where appropriate.

See Attachment D for a list of available business services and Attachment J:Customer-Centered Service Flow for Businesses

F. Continuum of Services – Youth

The Partners commit to providing education, training, and career advancement services to young adults between the ages of 14 – 24 yrs. old. Available MassHire services and resources available to in-school and out-of-school youth will be communicated from the Career Center and Workforce Board to the Partners. Resources include, but are not limited to, occupational skills training opportunities, youth job fairs, and WIOA Title 1 in-school and out-of-school youth funding. The Partners agree to share relevant young adult related opportunities. The MassHire Young Adult Career Center will provide the following services:

Resource Room	Job Search Skill Building	Job Search Skill Building
Job Search Assistance	Financial Education	Work Readiness
School Research	Drop-In Nights	Resume Writing
Occupational Research	Entrepreneur Evenings	Career Exploration
Computer Access	Soft Skill Building	Interviewing Skills

The Greater Lowell Youth Council acts as a convener for discussing youth related topics and leveraging youth resources and programming across the region. The Youth Council shall meet quarterly.

See Attachment E: Youth Career Pathways Map

G. Cross Training

The Partners agree to a cross training plan that includes, but not limited to, training sessions at the Career Center and at Partner sites on a regular and recurring schedule. The Career Center agrees to participate, where appropriate, in initiatives by Partner agencies to improve case management and distribution of services/resources across Partner agencies. In addition, the Partners agree to the following:

- Workshops to provide an overview of programs and processes for all partners
- Training of agency liaisons to streamline referral process
- Online folder for partner agencies to share resources, i.e. resource contacts, brochures etc.
- Monthly meetings of partner team members to review practices and provide service updates

H. Co-location of Partners

The Partners agree to an ongoing co-location plan for services to be provided at the MassHire Lowell Career Center. In addition, the career center will provide services including, but not limited to, Career Center Seminars, at Partners' locations. The Partners, in conjunction with the Career Center have established a regular co-location schedule to provide services and meet with shared customers at the Career Center.

I. Partner Recognition

The Partners agree to coordinate Partner recognition events to highlight the cross regional impact of the Partners. This includes, but is not limited to, coordinating ice cream social events, highlighting a Partner of the Month at the MassHire Greater Lowell Workforce Board meetings, and coordinating on submissions for the MassHire Awards.

- J.** 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.

K. The Partners agree to the following Attachment, labeled as follows:

- Attachment A: Priority Populations
- Attachment B: Job Seeker Services
- Attachment C: Universal Access
- Attachment D: Business Services
- Attachment E: Youth Career Pathways Map
- Attachment F: Unemployment Insurance Service Flow for RESEA
- Attachment G: Customer-Centered Service Flow for Low-Skilled, Low-Income
- Attachment H: Customer-Centered Service Flow for Individuals with Disabilities
- Attachment I: Customer- Centered Service Flow for Veterans
- Attachment J: Customer-Centered Service Flow for Businesses

VI. Competitive Selection of the One Stop Career Center(s)

The WIOA Required Partners agree to participate in the selection process of the MassHire Career Center Operator as required by WIOA, at least once every 4 years.

VII. Performance Measures

MassHire Greater Lowell Workforce Board in agreement with the MOU Partners agree 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 (Board) and the mandated MHCC Partner, including incentives and penalties.

VIII. 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. The Greater Lowell Partners also agree to reviewing and modifying the local MOU on an as needed basis to ensure alignment with local area priorities and strategies to serve shared customers. By signatures affixed below, the parties specify their agreement:

Eileen Donoghue

Chief Elected Office/City of Lowell


Signature

Raymond Wrobel, Chair

MassHire Greater Lowell Workforce Board


Signature

Raghida Ramey

DUA Representative


Signature

Elizabeth McKiernan

Adult & Community Learning Services


Signature

Maureen Kriff

MA Rehabilitation Commission


Signature

Thelma Williams

MA Commission for the Blind


Signature

Mary Rodriguez

MA Department of Transitional Assistance


Signature

Mark Gyurina

Operation A.B.L.E./

Senior Community Service

Employment Program


Signature

Karen Frederick

Community Teamwork Inc/YouthBuild



Signature

Angela Rackley

Job Corps



Signature

Gary Wallace

Lowell Housing Authority



Signature

Peter Farkas

MassHire Greater Lowell WB



Signature

Shannon Norton

MassHire Lowell Career Center



Signature

Cathy Byrnes

MDCS Operations Manager



Signature

Attachment A

Definitions of Priority Populations

- a. **Unemployment Insurance claimants**
- b. **Adult Education participants:** Enrolled in a Title II program
- c. **Long-term Unemployed:** A person who has experienced unemployment 30 weeks or longer and demonstrates that they are capable of, available for, and actively seeking work.
- d. **Veterans (WIOA Sec. 3(53))** An individual who served at least one day in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable. Active service also includes full-time duty in the National Guard or Reserve component, other than full time duty for training purposes.
- e. **Low-Income (including but not limited to TANF and SNAP participants and homeless)** (WIOA Sec. 3(36)(a)): an individual who receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through:

The DTA, EOHHS Employment and Training Programs funded 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))

The program of block grants to states for temporary assistance for needy families (TANF) program under The EOHHS Department of Transitional Assistance (DTA), Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.)

- f. **Older workers (WIOA Sec. 3(39)):** An individual age 55 or older.
- g. **Young adults and young adults with barriers to employment**
 - In-school Youth (WIOA Sec. 129(a)(C) -**Between the ages 14-21, attending school as defined by State law (includes eligible students enrolled in a dropout reengagement program under RCW 28A.175.100; 28A.175.105), as well as low income.
 - Out-of-School Youth (WIOA Sec. 129(a)(B)**Between the ages 16-24, not attending any school, and meet one or more of the following: A school dropout; Within the age of compulsory school attendance (up to age 17 RCW 28A.225),

but has not attended school for at least the most recent complete school year calendar quarter.

- h. **Youth and adults with disabilities** (WIOA Sec.3 (25)): An individual with a disability as defined in section 3 of the Americans with Disabilities Act of 1990.
- i. **Re-entry-offenders who are released from prisons and jails** (WIOA Sec. 3(38)): An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.
- J. **Individuals in Recovery from Substance Use Disorder**: An adult or juvenile who is receiving supports for substance use disorder, and who meets SAMHSA's working definition of recovery from substance use disorders. I.e., the individual describes themselves as "abstinent from alcohol, illicit drugs, and non-prescribed medications" and demonstrates that they are capable of, available for, and actively seeking work.
- k. **Immigrants**: Individuals who have immigrated to the country through diverse channels and are authorized to work in the United States
- l. **Refugees**: Individuals who cannot return to his or her country because of well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion and are authorized to work in the United States.

Attachment B

Job Seeker Services

BASIC CAREER SERVICES

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information and assistance regarding filing claims for Reemployment Assistance (RA) benefits, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

INDIVIDUALIZED CAREER SERVICES

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; to satisfy some of these requirements, the use of assessments is necessary.
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities such as:
 - o Financial literacy services;
 - o Out-of-area job search and relocation assistance; and
 - o English language acquisition and integrated education and training programs.

TRAINING OPPORTUNITIES

- Occupational skills training through Individual Training Accounts (ITAs)
- Adult education and literacy activities
- On-the-Job training and apprentice
- Incumbent worker training
- Skills upgrading and retraining
- Training programs operated by the private sector
- Other training services as determined by the workforce partners

Attachment C

UNIVERSAL ACCESS OF CAREER CENTER SERVICES

The Career Center is equipped to accommodate jobseekers with disabilities. The following assistive technology is available in our Resource Room:

- **Windows Screen Magnifier**- 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.
- **Scanner**- a necessary tool in the process of converting printed documents into formats that can be read with Zoom Text and JAWS software.
- **Kensington Mouse**- a trackball computer mouse that enables the user to perform mouse functions with reduced hand and wrist movements.
- **Pocket Talkers**- amplifies sound for hard of hearing customers who are participating in workshops and meetings.
- **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.
- **Large Keys**- keyboard with enlarged keys, also has a built-in assist mode, built in sticky key feature which allows the user to enter keyboard functions without simultaneous key presses.
- **Adjustable Table**- Designated workstations have the capability to adjust heights to accommodate different heights and positioning.
- **Word Q**- software writing tool that is used to provide spelling, grammar and reading assistance. It has word prediction to suggest words to use and provides spoken (text to speech) feedback. It also acts as a text reader to proofread work.
- **Oversized Computer Monitor and Lamp for Task Lighting**
- **Telephone with Amplification**
- **CapTel 2400i Telephone**- listen and read captions of everything said on every call.
- **Video Phone** – Telephone with a video display capable of simultaneous video and audio communication in real time between two people.

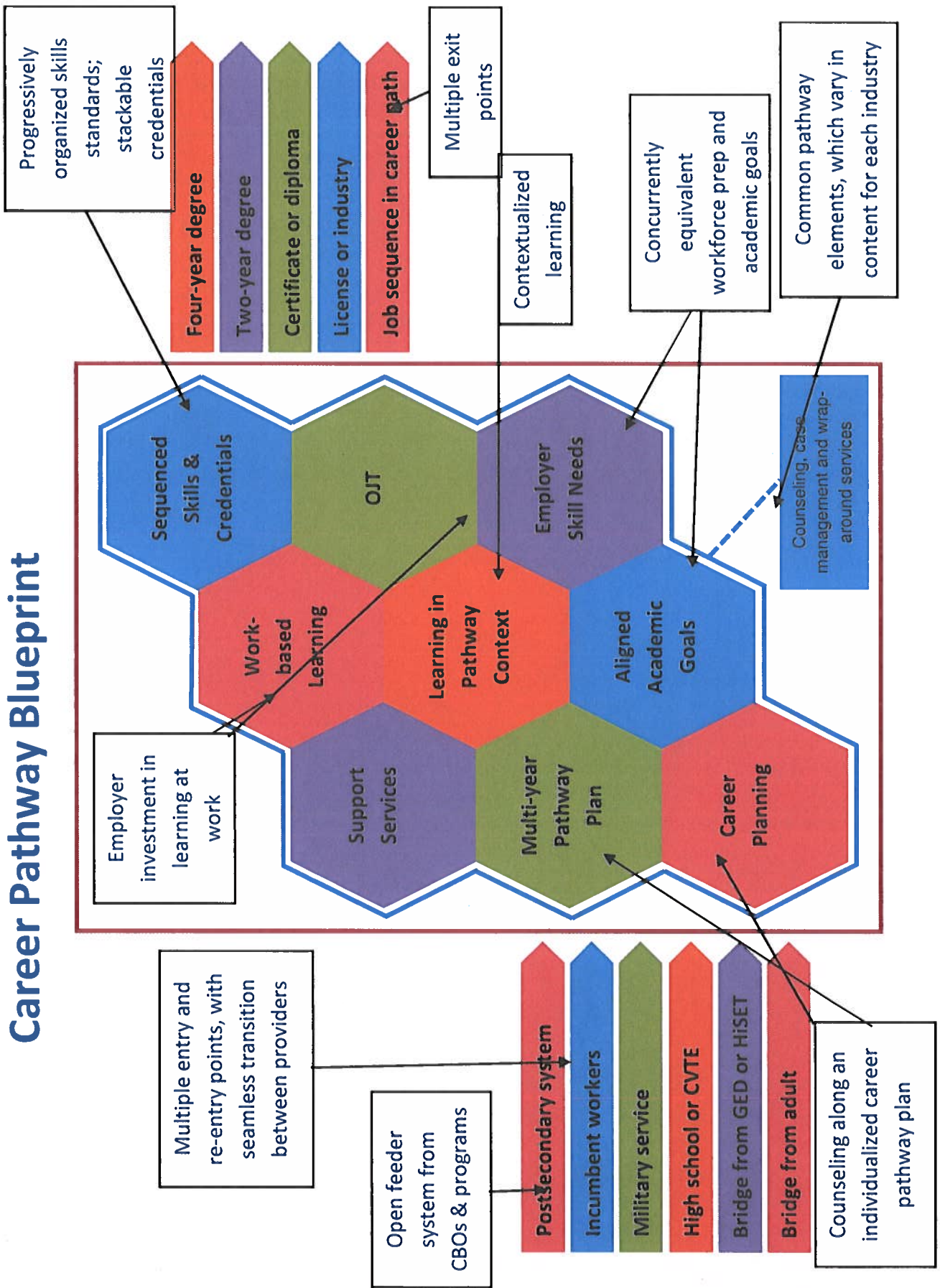
Attachment D

BUSINESS SERVICE TEAM

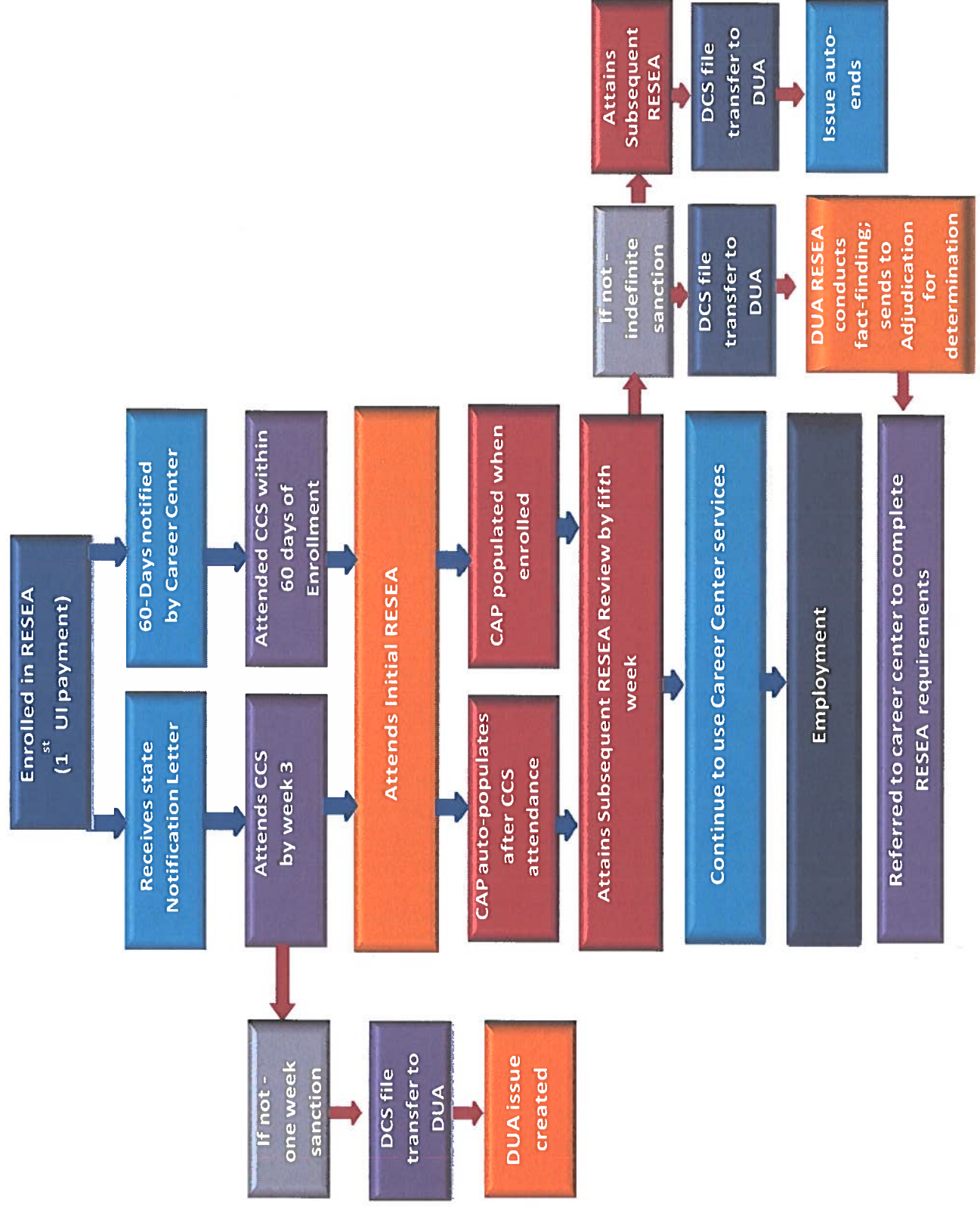
Partners will identify staff contact to serve as part of the business service team. The team will coordinate efforts to provide the following services, including but not limited to:

- Conduct outreach regarding local workforce system's services and products
- Provide access to labor market information
- Assist with interpretation of labor market information
- Post vacancies in the state labor exchange system and take and fill job orders
- Provide customized recruitment and job applicant screening, assessment, and referral services
- Conduct job fairs
- Consult on job description development and industry trends
- Provide information on disability awareness issues
- Provide information regarding assistive technology and communication accommodations
- Provide information and service related to unemployment insurance
- Coordinate with MHDS Rapid Response team regarding closures and downsizings
- Coordinate with employers to develop and implement layoff aversion strategies including WorkShare
- Develop and convene industry or sector partnerships

Career Pathway Blueprint

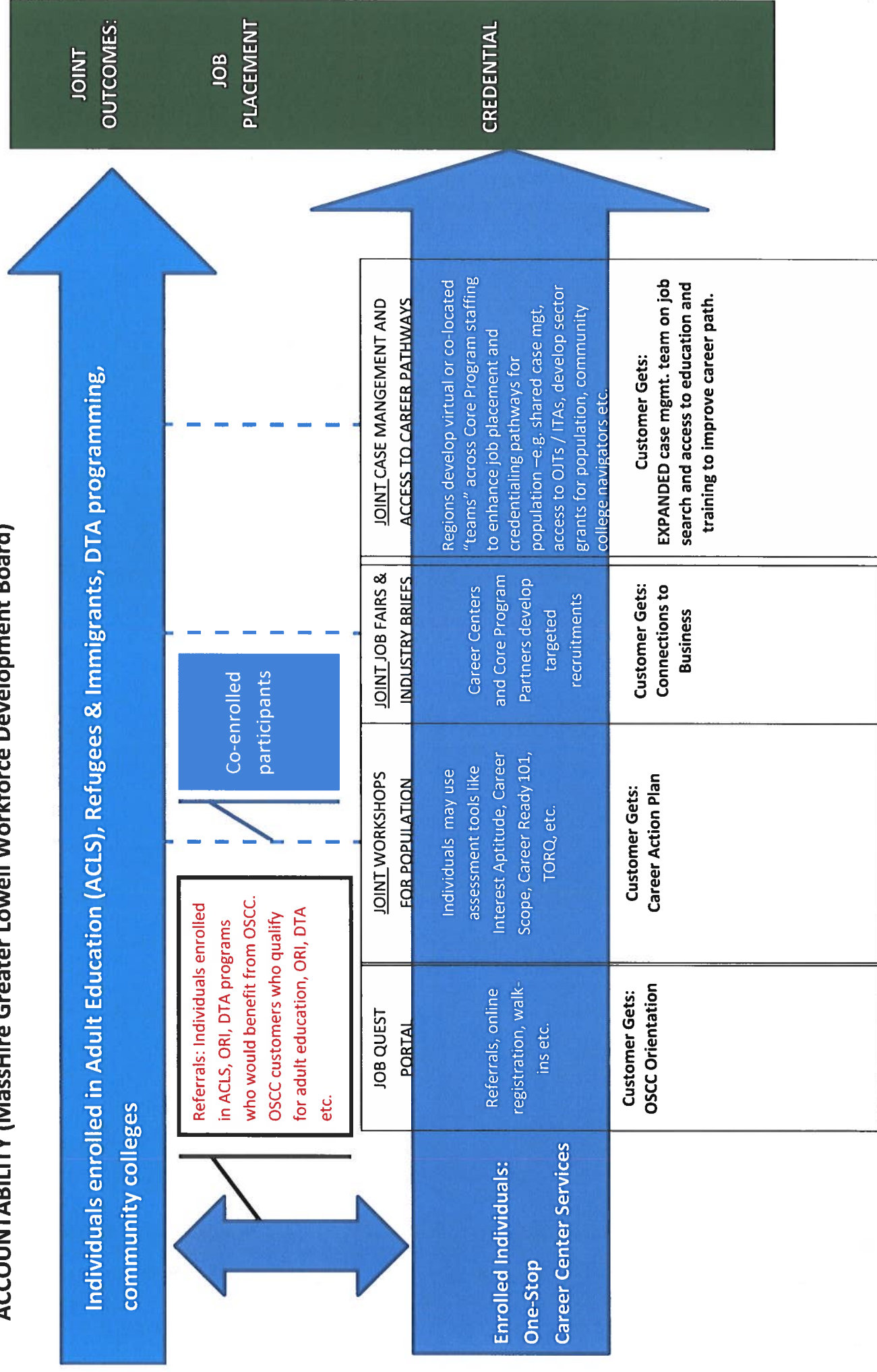


ATTACHMENT F: Unemployment Insurance Service Flow for Reemployment Services and Eligibility Assessment (RESEA) Grant

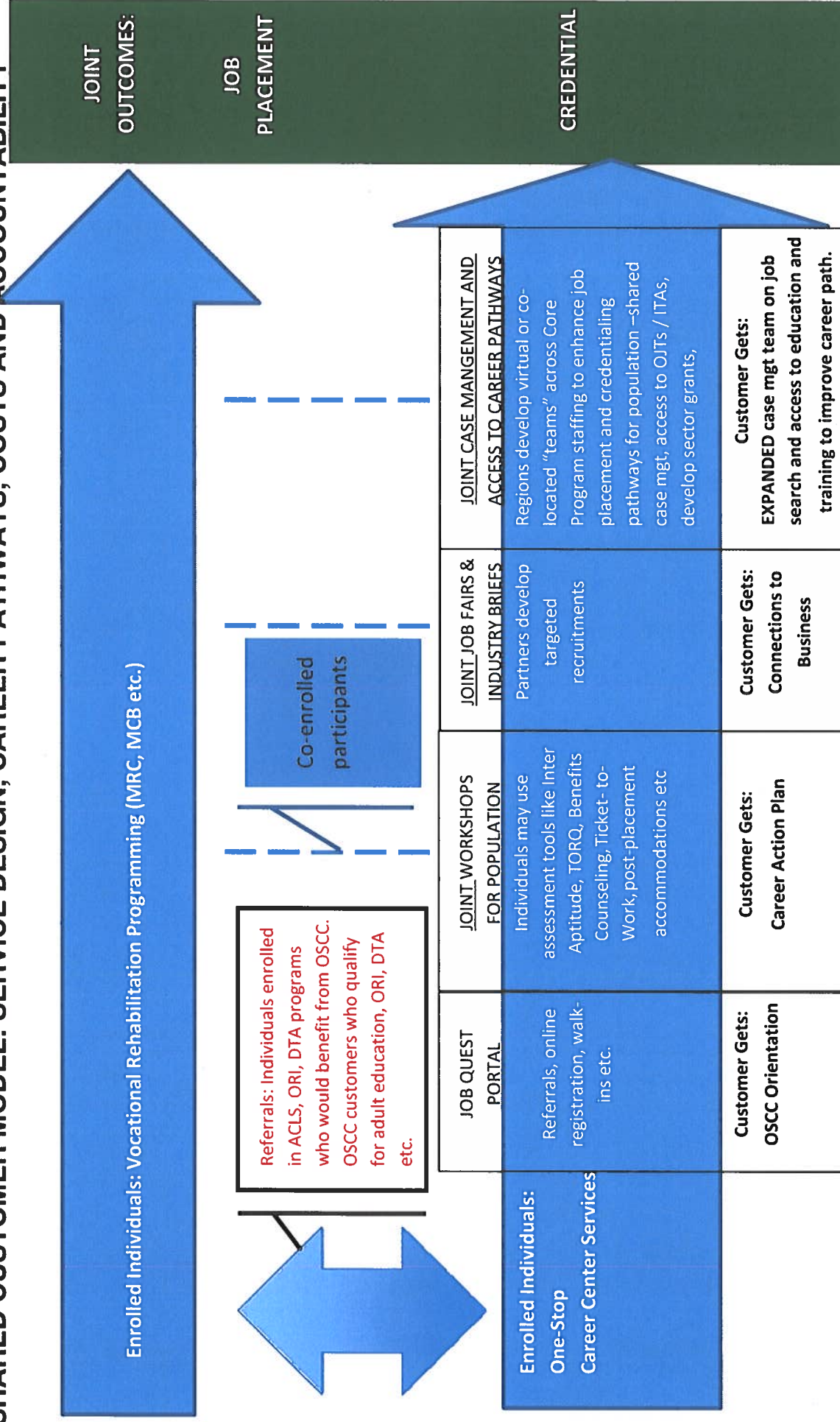


ATTACHMENT G: Customer-Center Service design flowchart for low-skilled, low-income individuals

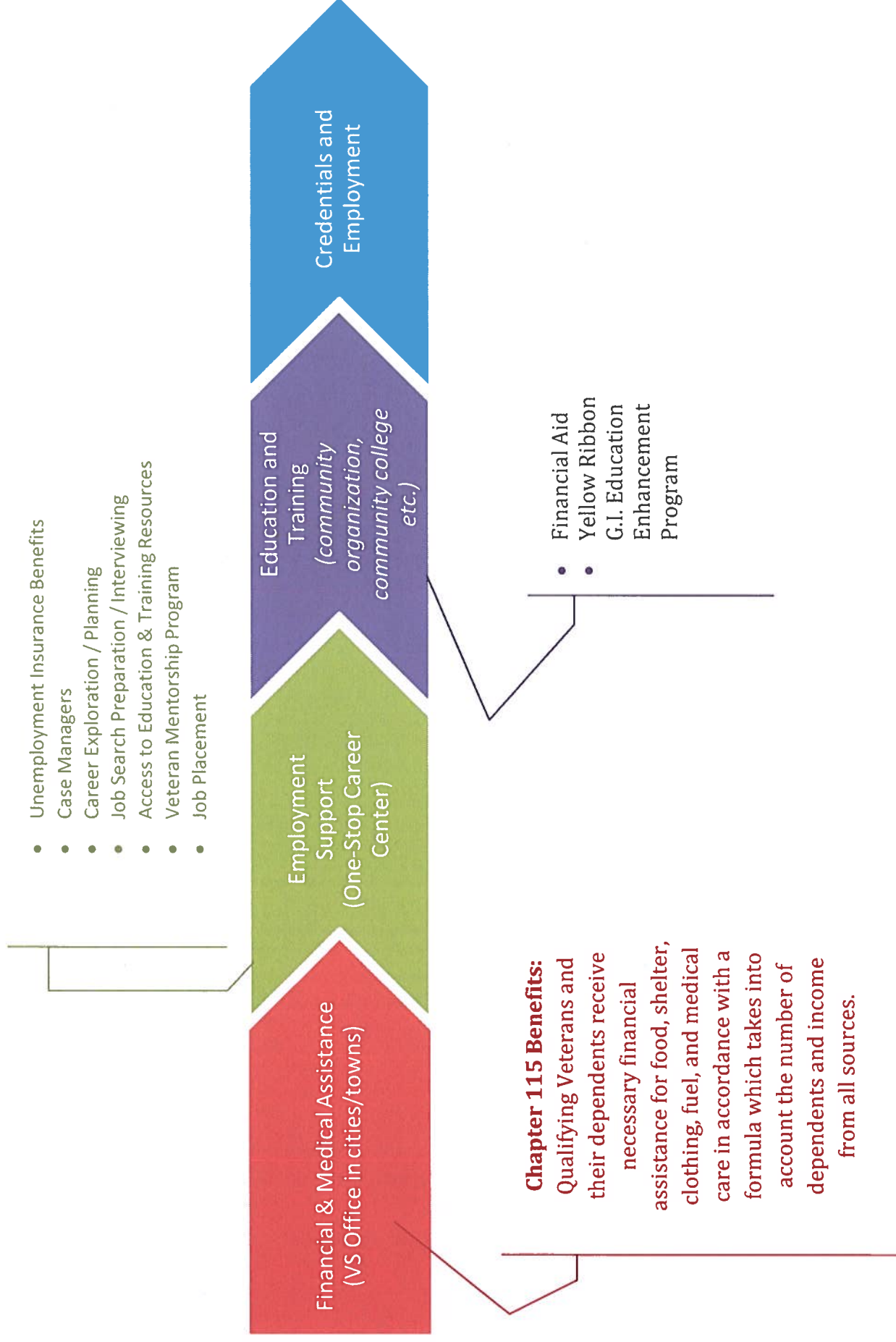
SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY (MassHire Greater Lowell Workforce Development Board)



SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY



ATTACHMENT I: Customer-centered service design flowcharts for Veterans



Greater Lowell Model for Business Services Across Agency Partners

