

**Workforce Innovation and Opportunity Act  
Hampden County Workforce Development Board and WIOA Partners  
Umbrella Memorandum of Understanding (MOU)  
Year 3 Update**

**I. PURPOSE**

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the *MassHire Hampden County Workforce Board (MHHCWB)*, with agreement of *Mayor Domenic J. Sarno, City of Springfield, Chief Elected Official* and the *OSCC Required Partners*, relating to the operation of the one-stop delivery of service in the local workforce area.

MHHCWB will act as the convener of MOU negotiations and together with *OSCC Required Partners* will shape how local One-Stop Career Center Services are delivered.

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

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

**II. OSCC REQUIRED PARTNERS**

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 Hampden County, MHHCWB, 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);
2. **The Dislocated Worker Program** (Title I), as part of DCS/EOLWD;
3. **The Youth Program** (Title I), as part of DCS/EOLWD;
4. **The 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 DCS, EOLWD;

6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

**Additional non-required Partners in the Hampden local MOU include:**

1. Holyoke Community College
2. Springfield Technical Community College
3. Way Finders (formerly HAPHousing)
4. Westover Job Corps Center

**III. DURATION OF THE MOU**

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, 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, 2017 and shall terminate on June 30, 2020, unless otherwise terminated by agreement of all parties or superseded. This agreement will continue through June 30, 2021.

**IV. ASSURANCES**

MHHCWB and the *OSCC Required Partners and non-required Partners (MOU Partners)* agree to conduct the following activities at a local level:

1. Enter into a local MOU with MHHCWB relating to operation of the one-stop delivery system.
2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
3. Define “shared” customers between MOU Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
4. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to “shared” customers.
5. 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.
6. Track and evaluate the outcomes for individuals who face barriers to employment.
7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by MHHCWB, Chief Elected Official, and MOU Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, MHHCWB, 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. 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.

**Additional DUA Assurances**

Any other provision in this agreement notwithstanding:

1. DUA only will provide information under this agreement to another party to this agreement:

- a. upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603;
  - b. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data (currently in the form attached and marked “,” which DUA reserves the right to modify in its sole discretion); and
  - c. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement (currently in the forms attached and marked “” for confidential data and “” for non-confidential data, which DUA reserves the right to modify in its sole discretion).
2. DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

## V. MEMORANDUM OF UNDERSTANDING CONTENT

1. **Description of Process:** MHHCWB convened a meeting of all MOU Partners in June, 2016. The meeting included an overview of WIOA requirements; definitions of shared customers, resources and outcomes; and the planned process, timeline, and goals. All MOU Partners signed the Interim MOU.

August, 2016: MHHCWB convened all MOU Partners to outline three phases of work under the Interim MOU:

- Phase I: Map existing system infrastructure, partnerships, customer base, services, performance measures.
- Phase II: Develop plan to coordinate staffing, resources and services to improve outcomes for shared customers.
- Phase III: Write and execute MOU.

September – October, 2016: MHHCWB conducted One-on-One interviews with MOU Partners to gather information on each organizations infrastructure, programs and services, community partnerships, employer/business partnerships, target population, and performance measures. We developed and validated a Shared Customer Baseline Identification Matrix that describes the populations served by each MOU Partner.

November, 2016 – May, 2017: MHHCWB convened monthly meetings of MOU Partners to develop goals and strategies toward coordinating and integrating resources, services, and staffing to improve outcomes for shared customers. In addition, the REB convened subgroup meetings with One Stop Career Center directors and (1) Adult Education (Title II) program directors; (2) Vocational

Rehabilitation (Title IV) directors; (3) Department of Transitional Assistance directors to design customer flow models for priority populations.

May – June, 2017: Draft and share content of WIOA Hampden County Joint Partner Local MOU.

### **Year 2 Update**

MHHCWB convened quarterly Core Partner Leadership Team meetings (July and October, 2017; January and April, 2018) to plan and oversee MOU activities.

MHHCWB convened 5 meetings of the Information Sharing Subcommittee, as well as multiple one-on-one partner meetings to develop, implement and refine processes of intake, referral, case management, follow-up, and tracking services for shared customers. The committee surveyed all Core Partners regarding current processes, created a Partner Program Information Resource (Attachment A) and universal Career Service and Support Referral Form (Attachment B).

MHHCWB compiled survey findings from regional employers regarding workplace readiness needs and met with individual partners to determine local promising practices for assessing and developing customer essential skills. MHHCWB convened a planning group for the Workplace Readiness/Essential Skills Subcommittee and sent survey (Attachment C) to partners in preparation for July, 2018 committee meeting.

MHHCWB contracted with Employers Association of the North East to develop and implement a professional development series (approximately 30 training hours) for 15 REB and OSCC staff to increase capacity at the individual, organizational, and system levels to build relationships, refine processes, and achieve outcomes in serving our shared business customers. The Business Services Task Force completed training in January, 2018 and meets monthly to ensure effective implementation of work plan (Attachment D) developed during training.

### **Year 3 Update**

MHHCWB convened 2 Core Partner Leadership Team meetings, 2 Adult Education partner meetings, and individual meetings with the leadership from DTA, MRC, and MCB to plan and oversee MOU activities.

MHHCWB convened 2 Workplace Readiness subcommittee meetings.

MHHCWB convened monthly meetings of the Business Services Task Force to continue to strengthen the process and outcomes for shared business customers.

**Defining Shared Customers:** The MOU Partners will collaborate to serve job seeking shared customers, defined as job seekers who require services from one or more MOU Partner to prepare for success in post-secondary education, job training, and/or employment. MOU Partners completed a Shared Customer Baseline Identification Matrix (attached to original MOU) to begin the process of identifying shared customers. MOU Partners will also collaborate to serve employer shared customers, defined as employers with workforce needs that could be met by customers from one or more partner agency.

**Career Pathways Models:** The MOU Partners will collaborate to provide an integrated system that aligns with the needs of priority sectors and occupations in Hampden County and provides job seekers with education, training, employment and support services that prepare them to enter career pathways leading to family-sustaining wages, as seen in “Hampden County Workforce Region Career Pathway Model” (attached to original MOU), adapted from CLASP’s Alliance for Quality Career Pathways Initiative. Career pathway models will be developed for specific industry sectors with input from local employers and labor market information, and adapted for specific populations through the inclusion of multiple entry and exit points.

#### **Year 4 Update**

##### **Defining and Serving Shared Customers:**

MHHCWB continued to work with Core Partners to design, implement, and refine programs and processes that have improved service delivery to priority populations. Specific strategies and programs for shared customers have become integrated into the work of MHSCC, MHCC, and Core Partner organizations. In particular, there has been significant improvement in relationships and coordination between DTA, MRC & MassHire Career Centers.

Many DTA customers are exposed to the multiple services at MHCCs, and identified shared customers may designated programs through an updated referral process. The Competitive Integrated Employment Service (CIES), is an integral part of DTA’s Employment Services Program and provides a comprehensive array of training, education and job search services to low-income families receiving Transitional Aid for Families with Dependent Children (TAFDC). CIES participants receive MHCC services to gain the necessary skills to seek and secure employment on a career pathway in a field with high labor market demand, as well as the support services

necessary to retain employment and achieve career growth. The Work Participant Program (WPP) provides MHCC services to Supplemental Nutrition Assistance Program (SNAP) participants, who are guided through successful job search processes that lead to positive employment outcomes. WIOA Training Dollars are provided to both CIES and WPP participants if it is determined that vocational training is necessary for the participant to enter or re-enter the workforce.

The MHHCWB is managing Federal and State training grants for the MRC. This funding provides training to MRC customers referred to the MHCCs for vocational training. MRC and the Career Center staff have developed exemplary communication and referral processes that are fully embedded in all agencies.

As part of the implementation of the Pioneer Valley Labor Market Blueprint, MHHCWB partnered with MH Franklin Hampshire County Workforce Board to develop information and tools that can be used in education and career planning with job seekers. Over the last year, MHHCWB convened Adult Education teachers and counselors to share these tools and continue to develop strategies to serve this priority population in their employment goals. In addition to general labor market information, and specific information on high-demand occupations, MHHCWB provided a Summary Report of Technical Programs conducted at various technical high schools, Community Colleges, and Westfield State University, as well as Career Pathway Maps, described below.

MHHCWB will work with all Hampden County Core Partner programs to adapt service delivery to remote as well as in-person options over the coming fiscal year.

**Career Pathways Models:** MHHCWB helped develop Career Pathways Maps in priority industries of Healthcare, Manufacturing, and Education through the Pioneer Valley Labor Market Blueprint partnerships. MHHCWB is working with WIOA Core Partners to use the Maps to develop common understanding and strategies for working with shared customers.

<http://massshirehcb.com/wp-content/uploads/2019/12/Workforce-Poster-Healthcare.pdf>

<http://massshirehcb.com/wp-content/uploads/2019/12/Workforce-Poster-Manufacturing.pdf>

<http://massshirehcb.com/wp-content/uploads/2019/12/Workforce-Poster-Education.pdf>



## 2. Priority Populations

### **Unemployment Insurance Claimants**

Population: Anyone who applies for and is approved for unemployment insurance.

Educational and service needs: Because the UI Claimant population is quite broad, the educational and service needs vary greatly. Claimants may need high school completion courses or may need job re-training to enter a new industry.

How population will benefit from One Stop Career Center services: UI Claimants receiving career center services such as resume building, interviewing skills and online job search assistance may be able to become reemployed sooner.

One Stop Career Center service differentiation: Based on the initial assessment of the UI Claimant OSCC services should be tailored to meet the claimants' specific needs.

### **Low-income adults**

Population: The Department of Transitional Assistance (DTA) primarily serves low-income, disabled, chronically un/underemployed individuals, most often with family dependents and significant barriers to employment. Customers are most often served through the Supplemental Nutrition Assistance Program (SNAP), and may also be eligible for Temporary Assistance for Needy Families (TANF) to provide financial assistance and related support services.

Educational and service needs: In addition to financial assistance, many DTA customers require intensive case management and career counseling to develop basic education, occupational, and employability skills. Support in planning for childcare, transportation, housing, legal services, and family stabilization is often required.

How population will benefit from One Stop Career Center services: Access to business/employer relationships – information from local industries about employment opportunities and requirements; guidance on training vendor performance, cost and services, and access to training opportunities. Access to OSCC information on specific priority sectors, occupations and career pathways will greatly benefit the population.

One Stop Career Center service differentiation: OSCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skill levels. Job search and placement services should include strategies to support those who have very limited work experience.

### **Adult Education participants**

Population: The ABE system primarily serves adults who do not have a high school diploma or high school equivalency credential, or adults who do not have sufficient English language skills to be successful in college or career. The ABE system also recognizes but has limited capacity to serve the large population of individuals who



have a high school credential but have significant academic deficiencies that prevent them from pursuing further education or employment.

Educational and service needs: Many adult learners require individualized planning and one-on-one support to access services that will help them make progress toward their goals. Experiential learning and supported work experiences greatly benefit the population and increase the likelihood of persistence to completion of training certificates, college degrees, or retention of employment. Many learners begin with very low academic skill levels and need employment opportunities that allow them to work while making a long-term commitment to complete HiSet or GED. Workplace readiness skill development is a significant need. Population often needs skill development to prepare for training opportunities. Child care, transportation, and lack of income are barriers to education and training required to gain employment. For some, undiagnosed or undisclosed mental health issues or learning disabilities present significant barriers to acquiring and retaining employment and need to be addressed.

How population will benefit from One Stop Career Center services: Access to business/employer relationships – information from local industries about employment opportunities and requirements; guidance on training vendor performance, cost and services. ABE programs specialize in moving learners to higher literacy and language skill levels, and provide general career awareness and workplace readiness skill development. Access to OSCC information on specific priority industries, occupations and training opportunities will greatly benefit population.

One Stop Career Center service differentiation: OSCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skill levels. Job search and placement services should include strategies to support those who have never worked in the U.S. and who may have experience and credentials from other countries.

### **Individuals with disabilities**

Population: Anyone with a documented disability that impacts at least 3 life functions is eligible to receive MRC services; anyone who is identified by a physician as legally blind and has a substantial impediment to employment and who require Vocational Rehabilitation (VR) services is eligible for MCB services. Services that support employment include education, skill development and technical training, job development and placement, and post-employment support.

Educational and service needs: Most individuals require and receive comprehensive one-on-one case management and counseling that results in an individual vocational plan. Individuals often require intensive post-employment support, including ongoing coaching and case management. Many individuals require mobility training, adaptive

technology, and independent living skill development. Work readiness skill development is a priority; transportation and CORI issues are frequent barriers.

How population will benefit from One Stop Career Center services: While MRC and MCB provide many of the same individualized career services offered at the OSCC's, the population will benefit from partners sharing information on education, training, and employment opportunities. MRC, MCB and the OSCC's can collaborate in education and training, which will increase the number of customers who can access these services. OSCC's can refer customers to MRC and MCB to meet specialized needs of individuals with disabilities.

One Stop Career Center Service Differentiation: OSCC staff should have knowledge of current services available to individuals with disabilities; OSCC services should be adapted to ensure full accessibility to people with physical and mental disabilities and visual impairment.

### **Veterans**

Population: Veterans with barriers to employment, including but not limited to homelessness, incarceration, service-connected disabilities, Sec. 115 recipients, low-income, recent return from military service, and lacking a high school diploma/credential.

Educational and service needs: Most veteran customers being served through Veterans Employment and Training Programs need basic academic skill development to be prepared for entry level jobs. Most customers need basic computer skill development and many need housing, healthcare, and food assistance. Many customers also need essential skill development, particularly in professional attitude, maintaining positive working relationships, and timeliness. Transportation, mental health challenges, substance use disorders, lack of or inconsistency in work history, and CORI issues are also frequent barriers to employment.

How population will benefit from One Stop Career Center services: The Veterans Employment and Training Program is very well integrated into both Hampden County OSCC's, but the population will benefit from additional support during and after transition to employment.

One Stop Career Center service differentiation: Because Veteran Representatives have been co-located at OSCC's, services have been adapted to meet needs of this population, including intake, needs assessment, case management, and job development.

### **Older Workers**

Population: Anyone 55 years or older, legally eligible to work in the United States, currently unemployed with income at 125% of the Federal Poverty Level is eligible for the Senior Community Service Employment Program (SCSEP), the only Federal program specifically targeting older adults seeking employment and training

assistance. SCSEP is a job training program. Veterans and homeless seniors are prioritized. Participants are paid \$11/hr. for up to twenty hours per week. Participants are placed in non-profit or government host agency sites at which they receive training.

Educational and service needs: Educational achievement and work experience is assessed and referrals are made to appropriate partners for services to enhance participant ability to secure unsubsidized employment. Computer and technology skill development is often necessary.

How population will benefit from One Stop Career Center services: Older workers will benefit from having access to the range of supports, services and opportunities offered by OSCC's and other core partners as they seek training and employment.

One Stop Career Center service differentiation: The existing relationship between OSCC's and SCSEP demonstrates that OSCC staff understands the value of the mature worker to employers and there should not be significant changes to current services. SCSEP staff will continue to keep OSCC staff informed of and knowledgeable about SCSEP eligibility, goals and priority populations.

### **Re-entry populations**

Population: Formerly incarcerated individuals seeking employment as they reintegrate into the community.

Educational and service needs: Most individuals in this population have participated in education and career planning during incarceration. In addition to basic education, financial literacy, and digital literacy, many individuals require specialized assistance with criminal history, lack of work experience, and job readiness skill development. Many begin with very low academic skill levels and need employment opportunities that allow them to work while making a long-term commitment to complete HiSet or GED. Child care, transportation, and lack of income are barriers to education and training required to gain employment. For some, undiagnosed or undisclosed mental health issues, learning disabilities, and/or substance abuse present significant barriers to acquiring and retaining employment and need to be addressed.

How population will benefit from Career Center services: Access to business/employer relationships – information from local industries about employment opportunities and requirements; guidance on training vendor performance, cost and services. Access to OSCC information on specific priority industries, occupations and training opportunities will greatly benefit population.

Career Center service differentiation: OSCC services, including pace of workshops and level of support available for self-service resources, should be more accessible to adults with low reading, writing, and computer skill levels. Job search and placement services should include strategies to support those who have very limited work experience. OSCC staff working with formerly incarcerated individuals should be

familiar with specific barriers to employment and tailor services to address these needs.

## **Youth**

Population: Anyone aged 14-24, legally eligible to work in the United States and who meet the WIOA Youth Title I eligibility criteria is eligible for the WIOA Youth Program. In Hampden County, MHHCWB provides the WIOA Youth Framework Services and procures service providers to provide comprehensive WIOA youth services, inclusive of the 14 required elements. The OSCC's do not receive any WIOA youth funding, but do serve youth in other capacities (via Wagner-Peyser and state line item funding, and other youth funding they may secure).

Educational and service needs: With 75% of WIOA funding for out-of-school youth, and in Hampden County, nearly 100% of those being high-school drop-outs, attainment of a GED or HiSet is critical while educational achievement and completion of high school is the focus of services to in-school youth. Work experience is a critical component and other required elements are assessed and services are provided accordingly, including referrals to appropriate partners for services to enhance participant ability to secure unsubsidized employment. Computer and technology skill development is often necessary.

How population will benefit from One Stop Career Center services: Youth will benefit from having access to the range of supports, services and opportunities offered by OSCC's and other core partners as they seek training and employment.

One Stop Career Center service differentiation: The existing relationship between OSCC's and youth partners will be articulated and further developed through a separate MOU between MHHCWB, the One-Stop Career Center (OSCC) operators and their youth-oriented programs, the region's WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the Massachusetts Rehabilitation Commission/Massachusetts Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County (See Attachment F). That MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other MHHCWB youth-funded programs and will augment this MOU.

3. MHHCWB will convene MOU Partners according the following structure and schedule:

Hampden County WIOA Partner Leadership Team: Representatives from each Partner agency will meet quarterly and will:

- Oversee implementation of activities outlined in MOU

- Coordinate resources and services
- Manage sub-committees
- Monitor performance outcomes

Information Sharing Sub-Committee:

- Develop, implement, and refine processes of intake, referral, case management, follow-up, and tracking services.

**Year 2 Update:** Upon final approval of career service and support referral form, MOU Partners will utilize form for shared customer referrals. Tracking reports for each partner agency will be produced for review at quarterly Core Partner Leadership Team meetings.

**Year 3 Update:** Universal utilization of referral form was postponed, due in part to the Workforce Connect timeline. Tracking reports for each partner agency have been produced and reviewed. Beginning in July, 2019 MHHCWB will convene a monthly meeting of all core partner staff responsible for intake and referral of shared customers. This includes counselors at both Career Centers and partner agencies who are stationed at the Career Centers part time. The monthly meeting will provide an opportunity to communicate about specific customers as well as overall strategies for service provision.

Staff Development and Training Sub-Committee:

- Develop and implement a coordinated staff training system

**Year 2 Update:** Rather than a stand-alone committee, the coordination of staff training will be a strategy/activity incorporated into the work of other subcommittees.

Career Pathways Sub-Committee:

- Create system of services across agencies that aligns education and training resources with needs of priority industries/employers based on “Hampden County Workforce Region Career Pathway Model” (attached to original MOU)
- Develop and implement strategies to advance adults along career pathways

**Year 2 Update:** Preliminary discussion with Core Partner Leadership Team led to a decision to begin more intensive Career Pathways work in the first quarter of Fiscal Year 19. The work of the Information Sharing, Business services, and Workplace Readiness committees was prioritized, and the Career Pathways team also wanted to time its work to align with the implementation of the WIOA Regional Plan.

Business Services Sub-Committee:

- Develop strategies across MOU partners to meet large scale business needs in the Hampden County

**Year 2 Update:** Following intensive OSCC capacity building in this area (see update above under Description of Process), the Hampden County Business Services Task Force will expand to include Core Partners, and will develop and implement a second

professional development series to include focus on providing information and services on workplace readiness.

**Year 3 Update:** The Hampden County Business Services Task Force, now known as the MassHire Business Solutions Team made progress in the use of new and improved labor market data tools; defining team member roles and responsibilities; and providing job matching services. The work of this team took longer than anticipated, but will expand to include Core Partner programs in FY20.

Workplace Readiness/Essential Skills Sub-Committee:

- Establish common indicators of workplace readiness across industry sectors
- Expand utilization of existing and new assessment tools to better match worker skills sets to viable career plans
- Expand utilization of existing and new curricula to improve workplace readiness skills in job seekers

**Year 2 Update:** Establish strategies to integrate outcomes of this work with Business Services Subcommittee

**Year 3 Update:** Reconvene committee, learn about strategies that were piloted in FY19, and select strategies to “scale up” in FY20.

**Customer-Centered Service Design Flow Charts** (attached to original MOU) for priority populations include a definition of shared customers between MOU Partners, indicate methods for referring job seekers between MOU Partners for appropriate services and activities, and describe activities and outputs of each set of services a customer may receive. **Year 2 Update:** MOU Partners have developed and implemented staff co-location schedules, and will continue to collaborate with OSCC staff to ensure coordinated delivery of services for job seekers.

**Continuum of Services Charts** (attached to original MOU) for priority populations provide a more detailed description of services and supports available through MOU Partners, as well as needs of the population in order to access these services and supports.

4. MHHCWB and MOU Partners will refine and implement the Employer Engagement Framework (attached to original MOU) that provides a strategic direction to deliver services to all employers, covering wide ranges of size, industry, location and requirements; including all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. MHHCWB will also coordinate with MOU Partners in the development of the Regional Talent Bank to ensure that all job seekers are served in a manner that is consistent with the demand driven requirements of WIOA, complements the policies and protocols of the Massachusetts-based public workforce system, and is constructed in concert with the REB Employer Engagement Framework.



5. The OSCC's are equipped with robust technology tools and training opportunities to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, occupational training opportunities, on-the-job training, on-line job search strategies, career change tools, LinkedIn, Transferrable Occupational Relationship Quotient (TORQ), Help Wanted Analytics, SkillSmart, CareerReadiness 101, and many other career development tools. In addition, the following adaptive equipment allows the OSCC's the ability to service individuals with disabilities: the Deviance Low Vision Reader, Hearing Impaired Phones, new LCD magnifiers/projector, updated Dragon Naturally Speaking speech recognition software JAWS (computer screen reader for electronic text), oversized keyboards, assistive listening device, handicapped accessible work stations, Zoom text and more.
6. MOU Partners will collaborate to increase the capacity of One-Stop Career Centers and Partner agency staff to deliver quality services to job seekers and businesses. We will develop a coordinated professional development plan that increases shared knowledge and strategies to serve job seekers and businesses, including information sharing and presentations at Partner agency staff meetings and orientation, and co-created professional development workshops that disseminate key data, information, promising practices and innovative approaches that will inform and enhance staff capabilities.
7. MOU Required Partners will participate in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
8. 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.

The policy link for WIOA State Partner infrastructure contributions can be found here: <https://www.mass.gov/service-details/massworkforce-joint-partner-policy>

9. The duration of the MOU including commencement and termination date, is set forth in the MOU and includes the clause “unless otherwise terminated by agreement of all parties or superseded.”
11. Review of the MOU 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.
12. 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.
13. The MOU includes all requirements as set-forth in WIOA MOU policy guidance.
14. The local MOU reflects 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 (Board) and the mandated OSCC Partner, including incentives and penalties.

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.

The MOU is fully executed when it contains the signatures of the Local Board, OSCC Required Partners, and the Chief Elected Official (CEO) and states 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 Board, One-Stop Partners, and Chief Elected Official (CEO) or changes to infrastructure cost contributions.

#### **VI. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS**

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

#### **VII. PERFORMANCE MEASURES**

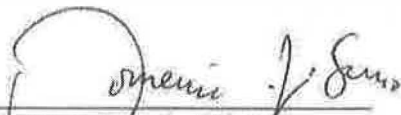
MHHCWB in agreement with the *MOU Partners* agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between MHHCWB and the mandated One-Stop Career Center partner, including incentives and penalties.


#### **VIII. SIGNATORIES**

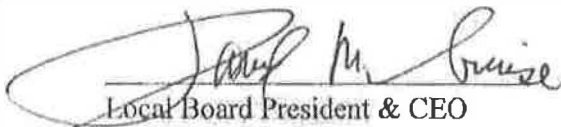
By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other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


**VIII. SIGNATORIES**

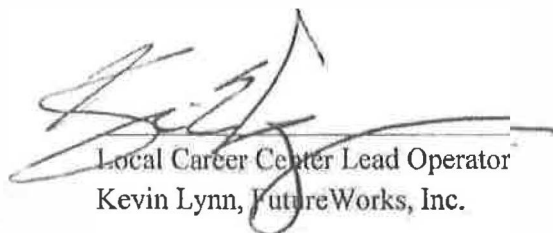
By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other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

  
Local Chief Elected Official  
Mayor Dominic J. Sarno

  
Local Board Chair  
Meredith Wise

  
Local Board President & CEO  
David M. Cruise

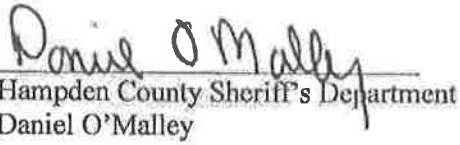
  
Local Career Center Lead Operator  
David Gadair, Hampden County  
Career Center Inc.

  
Local Career Center Lead Operator  
Kevin Lynn, FutureWorks, Inc.

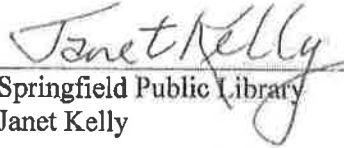
Adult and Community Learning Services Programs



Holyoke Community College  
Dr. Christina Royal



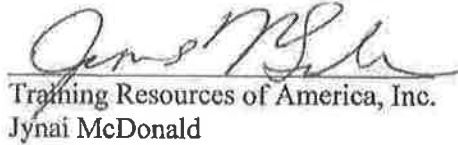
Hampden County Sheriff's Department  
Daniel O'Malley



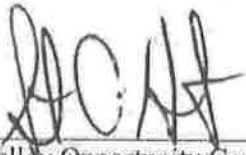
Springfield Public Library  
Janet Kelly



Springfield Technical Community  
College, Gerardo Zayas Jr.



Training Resources of America, Inc.  
Jynai McDonald



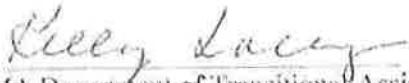
Valley Opportunity Council, Inc.  
Stephen Huntley



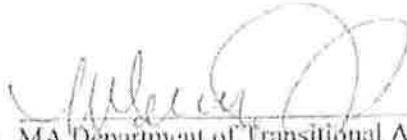
MA Commission for the Blind  
Nathan W. Skrocki



MA Rehabilitation Commission  
Jorge Messmer




MA Department of Transitional Assistance  
Holyoke, Kelly Lacey



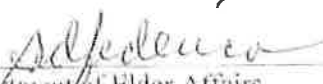
MA Department of Transitional Assistance  
Springfield, Melissa Pietraszkiewicz



Way Finders  
Robert Brainin



Westover Job Corp  
Cathy Williams



Department of Elder Affairs  
City of Springfield  
Sandra Federico



Senior Community Service  
Employment Program  
Gail Bernier



DUA Representative  
Marie-Lise Sobande