

Workforce Innovation and Opportunity Act
MassHire Merrimack Valley Workforce Board and WIOA Partners
Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) outlines an accord developed and executed between the MassHire Merrimack Valley Workforce Board (MMVWB), with the agreement of its Chief Elected Official, City of Lawrence Mayor Kendrys Vasquez, and the MassHire Merrimack Valley Career Center (MMVCC) Partners, who are described below in Section II, relating to the operation of the MassHire Merrimack Valley Career Center delivery of service in the Merrimack Valley workforce area.

This MOU defines the roles and responsibilities of the MassHire Merrimack Valley Career Center (MMVCC) and its Partners in striving to produce the best possible MMVCC outcomes for shared customers, be they youth, adults, dislocated workers, other job seekers or businesses.

Partners who have signed this MOU agree with its contents and provisions as consistent with their respective programs, services, and activities, as well as with their authorizing statutes and regulations. Partners also recognize that MOU implementation will require efforts towards continuous improvement that may be affected by economic cycles, unemployment rates, and funding availability.

II. MASSHIRE CAREER CENTER REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the MassHire Merrimack Valley Area, the MassHire Merrimack Valley 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:

MMVCC mandatory Partners 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 Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of MDCS, EOLWD;
5. **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);
 - I. Lawrence Adult Learning Center
 - II. Northern Essex Community College/CAE

- III. Methuen Adult Learning Center
 - IV. Haverhill Community Action Inc
 - V. Notre Dame Education Center – Lawrence
 - VI. International Institute of Greater Lawrence
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)
 7. Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
 8. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
 9. **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;
 10. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
 11. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
 12. **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;
 13. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.).
 14. **Second Chance Act** (Programs authorized under sec. 212 of the of 2007 Second Chance Act (42 U.S.C. 17532)).
 15. Greater Lawrence Community Action Council, a Community Based Organization (CBO).

III. DURATION OF 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, 2021 and shall terminate on June 30, 2024, unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The MassHire Merrimack Valley Workforce Board and the MassHire Merrimack Valley Career Center 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.

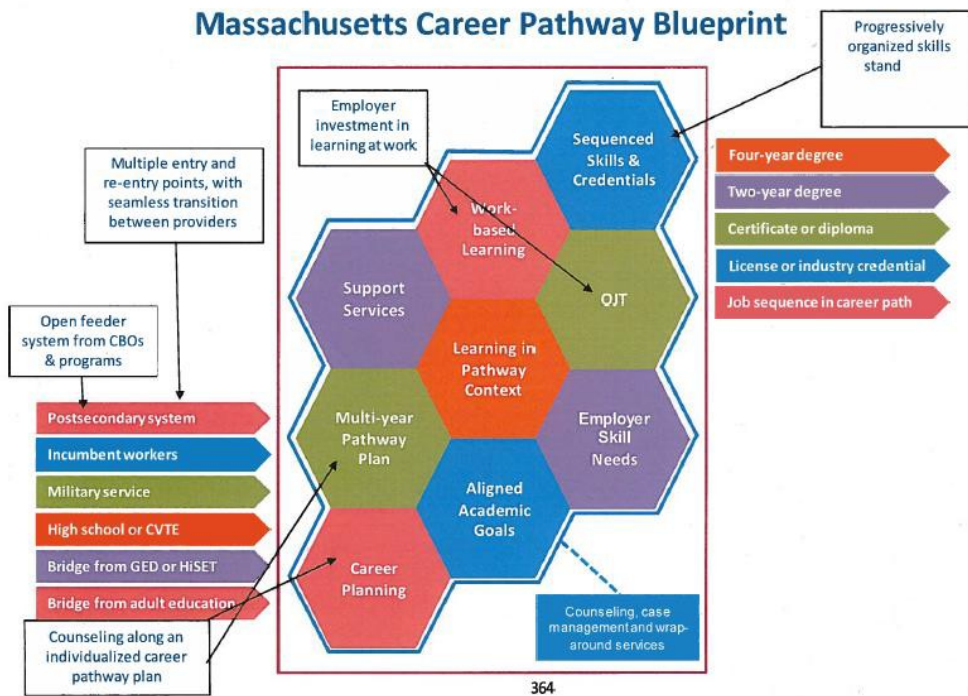
2. Participate in the operation of the MassHire Career Center delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
3. Agree to serve Shared Customers and define how multiple providers, services and 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. 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 diverse, 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 contributions.

(Information on roles and responsibilities, continuum of services for priority population, criteria used to identify shared customers, how information is captured, as well as intake, assessment and referral process are outlined below.)

V. MEMORANDUM OF UNDERSTANDING

1. MassHire Merrimack Valley Career Center (MMVCC) Partners here define shared customers as ones either actively job- or employee- seeking and receiving either simultaneous or sequential services amongst one or more career center partners and the MMVCC. Shared customers must also be recorded in a shared data base, normally MOSES or its feeder data sources that may include Job Quest and Workforce Connect.

Merrimack Valley's career pathway model for the priority populations described at V.2 below here follows:



WIOA customer service priorities have precedence. When all else is equal, if a priority population shared customer, who is recognized as such, asks for individualized, non-training career center services at the same time as a non-priority population member, the priority population shared customer will receive individualized services first. Priority population shared customers will also benefit by needing to complete fewer intake forms when shared databases are in-place, and from requiring fewer but better coordinated contacts amongst partners. Priority populations will also have priority for partner or MMVWB supported training as indicated in bilateral agreements approved by the MMVWB, or by being the focus of successful, joint partner proposals and fund development. Due to walk-in customer identification issues, basic career center services may continue as currently.

The MMVWB strives to ensure that WIOA funds are effectively used to increase employment, job retention, and economic prosperity. Because the need is great and funding is not, it is understood that MMVWB limits the occurrence of individual WIOA Title I paid education or skills training to no more than one program every five years, the clock starting at the end of a program. A customer's assessed education, skills and desire to work also have bearing on MMVWB policies for WIOA Title I training. Regional services will be provided in accordance with regional WIOA WDB policies.

MMVWB WIOA Title I training has learning for employment and job retention as its primary positive outcome. All training enrollees must be able to learn taught material within the timelines MMVWB develops with contracted training vendors. Supplementary, non-WIOA funds may, however, be available to certain individuals previously enrolled in WIOA Title I training and/or education programs or whose desire to work and stay at a job are more questionable. The MMVWB will continue to set policy and prioritize WIOA Title I training fund allocations amongst customers with barriers as needed to maximize effective use of increasingly limited resources.

2. At a minimum, Merrimack Valley priority populations include unemployment insurance claimants; low-income adults including TANF and SNAP recipients; homeless people; Adult Education

participants (Title II); individuals with disabilities (Vocational Rehabilitation Title IV); Veterans; older workers; re-entry populations including those served by programs funded through the Second Chance Act; and, youth, including youth with barriers to employment. All individuals to be served as shared customers will have demonstrated clear interest in finding, keeping, and aspiring to jobs that correspond to their individual educational and skill levels.

Specialized partner services will be supplemented with career center case management or supportive services as warranted and necessary without duplication amongst the specialized partner service providers and MMVCC. To minimize repetitive form completion, we will work to create and use a secure, non-redundant shared database to which information can be added and tracked as needed by partners. We currently expect MOSES, JobQuest and Workforce Connect to fulfill this requirement. The Career Center MOSES database will have 'buttons' developed to indicate partner customer sharing.

The Merrimack Valley contains an increasing number of working poor, other low-income people, disabled people, and others, all of whom have barriers to employment. Job skills training to selected individuals will normally be paid for using WIOA Title I or MRC funds. In recognition that there are insufficient WIOA Title I funds to job train many of them, employment-related academic remediation will normally be conducted by WIOA Title II contractors. WIOA Title II students recommended for Title I training may be enrolled in that training if both the MMVWB, Career Center Director and Training vendor agree.

Other, non-WIOA Title I funds will be sought by MMVWB and MMVCC Partners, often in collaboration with each other. Special populations will normally receive primary services from entities whose mission it is to provide those specialized services. Reinforcing career center services will be provided as possible and necessary for employment and job retention. Services to under-employed or unemployed people will focus on helping them find work and stay in jobs. Services will be designed to match the needs of hiring employers.

Balancing the mix of partner services to under-employed or unemployed people will require ongoing discussions and adjustments based on economic conditions, unemployment rates, and workforce development funding. There is little doubt that partners must work together to deal with actual and future funding cuts. Although no level of joint planning and coordinated service delivery can compensate for significantly reduced funding, they can help us better deal with related issues and better serve our shared customers.

3. The continuum of services available for each of our priority populations is based on a customer-focused design or career pathway model as indicated below. MMVCC partners will take part in the following:

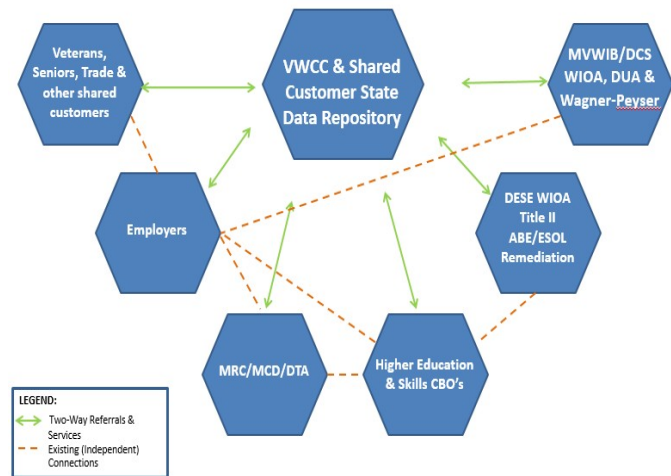
- no less than once every four years, select a career center operator to lead the continuum of services;
- develop a shared vision and culture for the MMVCCs that acknowledges the key role each individual and all partners play in its success; the vision will also acknowledge that we are continuously balancing different customer interests, including different job seeker and employer interests. Partners will have an ongoing dialogue on how to best to balance *What is best for unemployed or underemployed individuals and what is best for employer customers*;
- balance and rebalance unemployed, underemployed and employer interests in ways that maximize both individual and corporate responsibility, workforce development; and economic growth;

- strive to improve and attain a seamless delivery system with complimentary activities (i.e. workshop presentation, case management assessment, data entry, etc.) that maximize use of the most talented partner and career center staff members in non-duplicative ways – staff integration is fostered but individual professional expertise and strengths amongst partners’ individual staff members are highlighted and shared;
- work with ABE and ESOL partners to refine customer referrals between WIOA Title II and WIOA Title I systems with complimentary funding opportunities sought to support individual career pathway initiatives and area employers;
- consult with, and form a central leadership team among whom there may be Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Commission for the Blind staff, and other organization’s staff who may be interested, to help continuously improve the provision of career center services to shared customers;
- strengthen MMVCC services to veterans and people with disabilities by balancing compliance with Federal priority guidelines with the well-planned use of staff time in service to unemployed or underemployed individuals and employee-seeking employers;
- coordinate with the MMVWB Board and other career center partners to attract additional resources to the region, including federal, state, and privately funded demonstration grants;
- periodically review MOSES data with partners to help continuously improve effective service delivery to unemployed and underemployed customers. The Career Center MOSES database will have ‘buttons’ developed to indicate partner customer sharing.
- Along with center staff, ascertain the need for any space design changes to continuously improve the quality and efficient delivery of services to career center and partner customers;
- Share respective partner data to analyze their correlation with MMVCC data. Similar, shared data reviews will be offered when they provide information that may improve career center services. 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 data sharing with a view to improving the quality of service-delivery to both jobseekers 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 also understand that a shared data system is being designed at the state level to fully support the development and implementation of a state-level data system, subject to the foregoing limitations. Partners will at least minimally track shared customers via emails until the Commonwealth has a serviceable and automatic interface within different State data platforms.

The next page shows a figure outlining customer flow across MOU partners for each priority population. As stated above, the description presupposes that we define Shared Customers as ones ***actively employee-seeking or job seeking and receiving simultaneous or sequential job readiness services amongst one or more career center partners and the career center.*** Not all partner customers may be ‘Shared’ ones.

In the figure to the right, the green lines to the center indicate two-way referrals and services between Partners and MMVCC. The dotted lines indicate existing connections between partners and others that may result in non-shared customers independently connected to employers, higher education or CBOs.

We should remember that current guidance states that there is no penalty in double-counting shared customers. We should strive to do so whenever services are offered by partners and our career centers.



Partners will inform each other of standard operating procedures developed by their line staff in their interactions with each other. CIES, NDWG, services to Disabled people and other joint partner services will be reviewed with lessons-learned articulated verbally and in writing.

a. The following numbers estimate how many shared or unshared clients will be served by partners. Some customers may be double-counted and served by more than one partner in more than one category. Some numbers listed assume shared customer service delivery in line with the definition outlined above.

Partner Funding Source/ Service Recipient Category	Year One	Year Two	Year Three
WIOA Title I 'Adult' Individualized Services	300	300	300
WIOA Title I 'Dislocated Worker' Individualized Services	600	600	600
WIOA Title I 'Youth'	100	100	100
Wagner Peyser	10,500	11,300	11,700
Adult Education and Family Literacy Title II	700	700	700
Vocational Rehabilitation/MA Rehabilitation Commission (*approx. 20 shared)	1600*	1600*	1600*
MA Commission for the Blind – EOHHS	5	10	15
Department of Unemployment Assistance	10,000	10,000	10,000
MA Veterans Grant Programs	100	150	200
Department of Transitional Assistance – Temporary Assistance	500	500	500
Department of Transitional Assistance – SNAP	1000	1000	1000
Senior Community Service Employment – Title V Older Am Act	65	66	66
Higher Education	5000	5000	5000
CBO – Greater Lawrence Community Action Council	1000	1000	1000

b. The below lists 1] the types of supports and services leading to employment that are available for each priority shared customer; and 2] which MOU partners will primarily provide supports and

services.

Activities Leading to Employment	Primary Service Provider
Unemployment Insurance Payment	DUA
Recruitment	MMVCC, and partners
Intake	MMVCC, and partners
Assessment	MMVCC, and partners
Orientation	MMVCC, and partners
Case Management	MMVCC, and some partners
DOL funded Supportive Services	MMVCC and some partners
Remedial Education	Title II partners & CBOs
Job Exploration, Employment Readiness and Job Placement Services	MMVCC, SCSEP
Skills Training	MMVWB with Skills Training Vendors
Title I OJT, apprenticeships,	MMVCC, employers and some partners
Title II Educational Remediation	DESE ACLS Title II contractors
Vocational Rehabilitation	MRC
Worksite aids to the visually impaired	MCB
Temporary subsistence benefits	DTA
Temporary food subsistence benefits	DTA SNAP
Veterans Job Assistance	MMVCC, and partners
TAA Assistance	MMVCC, and partners
Child Care	DTA, GLCAC, CAI, MMVCC
Transportation	GLCAC, DTA, ABE, MMVCC
Internships	NECC, MMVCC, SCSEP
Subsidized Youth Summer Employment	MMVWB/MMVCC
Young Adult Year-Round Subsidized Employment	MMVWB/MMVCC
Health Insurance outreach, orientation, and enrollment	GLCAC, MMVCC
Cross Cultural Orientation	DESE ACLS WIOA Title II contractors
Service and Assistance Navigation	DTA, ACLS WIOA Title II contractors
U.S. Civics Education	ACLS WIOA Title II contractors
Basic Career Pathways orientation	MMVCC, DTA, ACLS WIOA Title II contractors
Higher Education Degrees or Credentials	Colleges

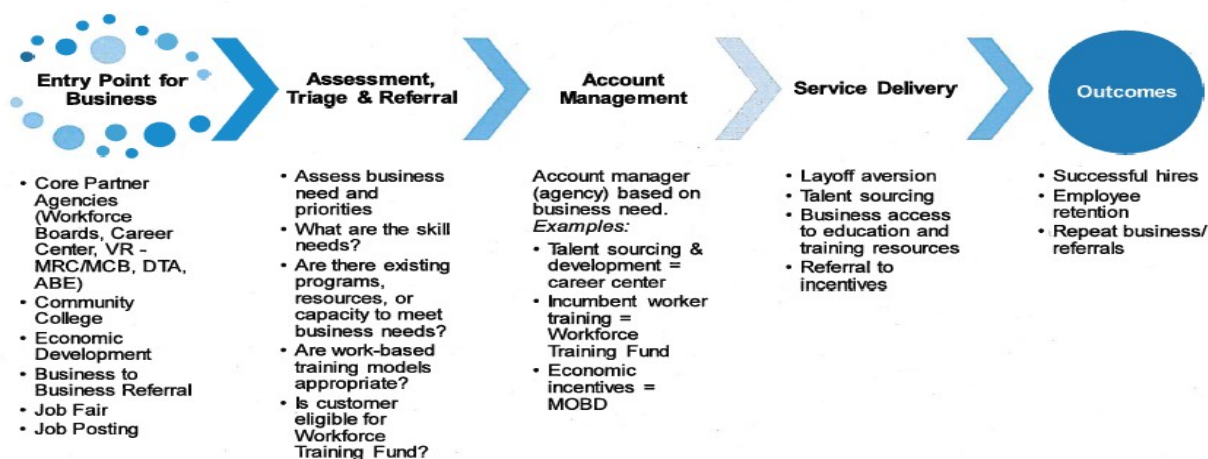
c. Methods for referring individuals or business customers between the partners for appropriate services and activities.

Methods	Responsible Party(ies)
Phone coordination - with data base entries recording the coordination	MMVCC and Partners
Email exchanges or notifications - with data base entries recording the coordination	MMVCC and Partners
Signed, hand-carried sheets indicating the person carrying the sheet as a shared customer	MMVCC and Partners

Either walk-in or scheduled appointments will be used as situations warrant.

4. A description of the continuum of services available for businesses in the workforce area based on a customer-centered design or career pathway model, and a map for the business customer flow across MOU partners in the Merrimack Valley area, follow:

Statewide Model for Business Services Across Agency Partners



MMVWB/MMVCC and MOU signatories will endeavor to do the following:

- partner with local employers to create solutions to their workforce training needs, while creating training and retraining opportunities for the region's unemployed, underemployed, and incumbent workers;
- generate an increased number of employer-paid training grants with partners and employers;
- partner with employer-based unions as desired and appropriate.

5. Partners will work to ensure the MassHire Merrimack Valley Career Center system maintains a welcoming environment where individuals from all backgrounds feel respected, supported, and valued to fully engage in services. Principles of fair treatment, access, and opportunity for all will be upheld. Barriers that prevent full use of services will be identified and eliminated.

6. Apart from two MMVWB/MMVCC IT staff and about two hundred computers, NECC has 2,400 computers connected to a shared network and overseen by an IT Department with 10 full-time staff. The IT Department is responsible for maintaining the network, servers, and computers, including installing and upgrading software, ensuring the integrity of the security system, repairing computers and data lines as needed, and tracking the life- cycles of all hardware for scheduled replacement. NECC IT tasks are

managed using KACE, a state-of-the art systems management software.

NECC's Learning Accommodations Center ensures that the college complies with Section 504 of the Rehabilitation Act and with the Americans with Disabilities Act. The Learning Accommodations Center works with students facing a variety of physical and learning challenges to ensure that they have access to the services they need to maximize their academic experience at the college. The college is also the Regional Center for Gallaudet University, which has led advancements for the deaf and hard-of-hearing for over 150 years.

As stated by a 12/2/16 EOLWD release "Vocational Rehabilitation, Workforce Boards, One-Stop Career Centers, adult education, community colleges and other partners work together to support long-term progress for individuals along a skills and employment pathway. Several key practices are consistent:

Referral and Co-enrollment Practices for Performance

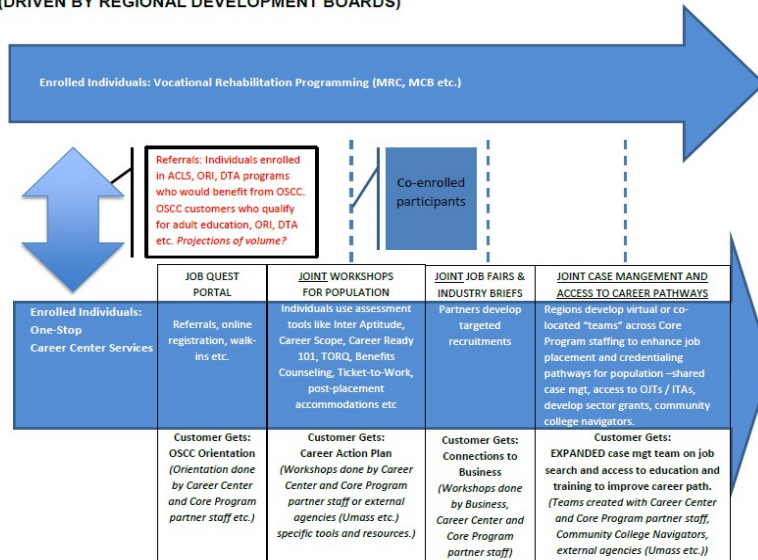
1. Consumer visits the Career Center and discloses to the worker that they have a disability. The consumer is offered MMVCC orientation and assistance with Job Quest Portal. Consumer is asked if he/she is enrolled with VR. If the answer is no, then they should be asked if they would like to be referred to VR.
2. Consumer visits VR agency and develops a Career Action Plan (CAP). After training services are completed, consumer works with VR Counselor and MMVCC counselor on job search and related services.

...the VR agency and the Career Centers would both receive credit for the services provided when the employment goal is achieved. Establishing a good referral process between VR and Career Centers is vital to a successful collaboration with the Career Center and the VR agencies.

The below chart, again from a 12/2/16 EOLWD issuance illustrates how individuals with disabilities will be shared customers with either career centers or MRC or MCB being points of entry for services to individuals with disabilities.

ATTACHMENT C: Customer-centered service design flowcharts for adult individuals with disabilities

SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY (DRIVEN BY REGIONAL DEVELOPMENT BOARDS)



BILITY

Employment will be the primary positive outcome

But

An academic or technical credential is also a positive outcome

Case by case refinements of the above will be tracked. Listening to partners and customers is the key to improving and maintaining a professional and welcoming environment. NECC will establish feedback loops, at several steps in the customer engagement process, to enable customers and partners to comment on the facility and the services being delivered. The feedback loop may take the form of a suggestion box, periodic surveys, secret shoppers, a Twitter account, or all of the above. Similarly, MMVCC partners and staff will be encouraged to comment on processes and facilities and suggest improvements.

Comments and suggestions from the customers and the staff will be handled by the MMVWB and MMVCC Director for appropriate action.

7. MMVCC hours of operation will be from 8:00 a.m. to 4:30 p.m. Monday through Friday. In addition, and if requisite funding is available, the career center will be open one night a week until 8:00 p.m. and on Saturday from 9:00 a.m. to 1:00 p.m. The center will periodically survey partners and customers to determine if the proposed hours accommodate their needs or if they should be modified to allow greater access, especially for employed and underemployed customers and individuals with childcare or other family responsibilities.

In addition to the Lawrence location, Northern Essex Community College has a satellite center in Haverhill. The college's downtown Haverhill location will offer greater access for job seekers and local employers.

The Lawrence Center is closer to residents of Lawrence, Methuen, Andover, and North Andover; while the satellite would offer greater convenience to residents from Haverhill, Merrimack, Boxford, Georgetown, and Groveland. To ensure that the communities in the north/east sector (i.e. Amesbury, Newburyport, Newbury, West Newbury, Rowley, and Salisbury) have access to services, the college will work with local libraries, not-for-profit organizations, and town and city offices to coordinate service delivery. The college proposes to explore the use of technology and virtual services as an additional way to provide services in the northeast area of the region.

Please note that the above will be influenced by funding negotiations, actual funding, and state-level approval when individual partner staffing is involved.

8. Career Center partners will work together to articulate a continuum or integrated flow of services to create pipelines of skilled workers for the Merrimack Valley region priority industries which are manufacturing, healthcare and social assistance, and professional services. Measures for evaluating the effectiveness of the pipelines will be established and tracked.

9. MMVCC Operator Northern Essex Community College is committed to staff development and training. As one of the college's strategic initiatives for the coming years, the Dean of Academic Innovation and Professional Development has created a comprehensive catalogue of career development and training options, including courses, certificates, and programs offered by NECC, as well as options offered by external providers.

Cross training will occur at all-staff meetings that include Career Center and partner staff. Cross-training will occur at both career center and partner sites.

The MassHire Merrimack Valley Career Center will adopt the staff development process used by the

college, which starts with an initial benchmark profile of each staff person. The college requires all staff to take a Strengths/Quest analysis. As the name implies, the analysis presents a profile that emphasizes the individual's strengths. Examples of identified strengths include: Discipline, Analytical, Context, Relative, and Achiever. The Strengths/Quest profile gathers facts about the individual's education, credentials, work experience, specific skills, interests, and personal, career, and education goals. The next step involves a plan, with a timeline, to identify the professional development opportunities the individual would like to access. MMVCC staff will be eligible for a range of professional development options, and, in some cases, may be eligible for college tuition waiver programs for staff and their families. MV MMVCC partners will be invited to participate in some of the above activities as financially reasonable and possible.

10. Partners will collaborate to develop and implement an overall marketing plan for career center system services. The marketing plan will express system vision and goals and will outline partner implementation responsibilities to be undertaken that will lead to the achievement of system goals. Progress on implementing the marketing plan will be reviewed at each quarterly meeting of the local partners. The marketing plan will be updated annually.

11. Partners will participate in annual MassHire Awards Nomination Process to recognize exceptional innovations in workforce service delivery in support of the MassHire Mission and Vision. Nominations will reflect the work of career center and partner staff that serve shared customers as well as nominations that reflect the work that indirectly impact shared customers. Categories for nominations include; Collaboration, Ingenuity, Reliability, Respect & Living MassHire.

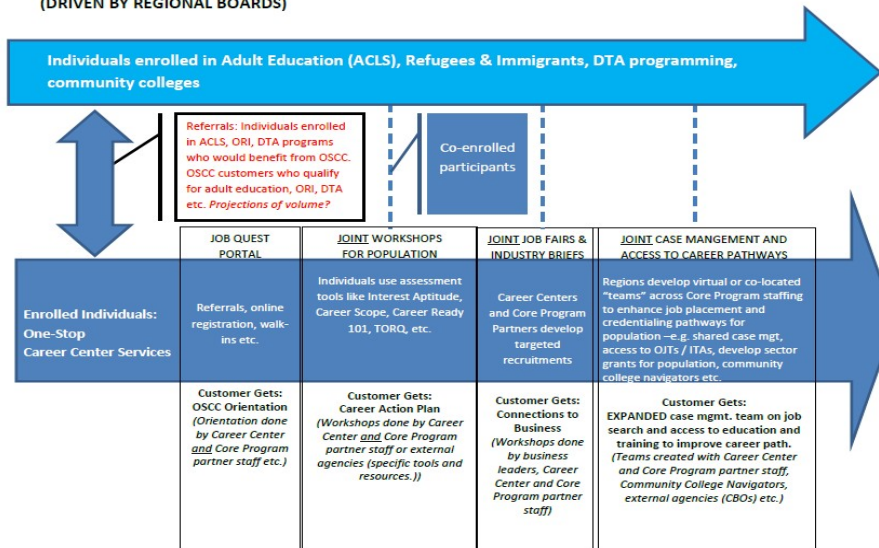
12. We assure Federal and State authorities that Merrimack Valley MMVCC Partners will participate in the FY 2021 competitive selection process for the MassHire Merrimack Valley Career Center Operator/ Service Provider in the Merrimack Valley Workforce Area.

13. The parties of this MOU agree 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 workforce 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.

MMVCC and DTA concluded bilateral negotiations for their local relationship and other partners are encouraged to do so when so guided by their parent Secretariat. They are also encouraged to share contract details with other area career center partners via bi-lateral contracts to be included as addendums to this MOU. Merrimack Valley funding agreements satisfy the requirements of WIOA section 121(h) for purposes of funding the one-stop system in PY 2017 and 18.

The following chart, from a 12/2/16 EOLWD release, illustrates the broad outlines of State or Regional Career Center/Partner process agreements.

SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY
(DRIVEN BY REGIONAL BOARDS)



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

- 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;
- following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data (there is a current form in the attachments to this agreement which DUA reserves the right to modify in its sole discretion); and
- following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement (currently in the forms attached for confidential data and for non-confidential data, which DUA reserves the right to modify in its sole discretion).

DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

14. The parties of this MOU agree to negotiate with WIOA Required Partners locally when state level infrastructure agreements are not in place.

15. This MOU is effective from July 1, 2021 to June 30, 2024 unless otherwise terminated by agreement of all parties or superseded by Federal or State action. If individuals who sign this MOU resign or otherwise leave their position, its guidelines will be observed by the entities they represented unless terminated by agreement of all parties or otherwise superseded.

16. WIOA Sections 12I(c) (g) requires that this MOU be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, 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 or an extension if changes

are just minor. The Merrimack Valley Career Center Partners agree to these requirements.

17. The MOU will contain the assurances outlined in Section IV of this policy guidance.

18. The following provisions are agreed to by all parties insofar as they are consistent with partner services and activities, authorizing statutes, and regulations:

- a. When two or more customers simultaneously request services, shared customers will receive priority for individualized services over non-shared customers. Service priority implies that individualized service wait times will be shortened for shared customers.
- b. Partners will sponsor shared customer and staff internships at each other's' work sites when such internships enhance customer services and result in more benefits than costs.
- c. Partners will share staff who have outstanding public presentation, explanatory, motivational, or organizational abilities for short-term customer service events or for staff development when such sharing does not disrupt services at individual partner worksites. Whenever possible, people best at some activity may be used by partners regardless of funding source.
- d. Insofar as shared customers can be better served as a result of staff development workshops, partners will offer their staff quarterly or biannual staff development workshops explaining who constitutes their primary shared customers and how those customers are served.
- e. Since WIOA does not require a sequence of services and staff are being familiarized with various types of jobs, intake, assessment, data entry and other preliminary work done at one partner site may be used by career center and partner staff to plan or provide other services.
- f. Compliance with all applicable Federal regulations is always to be sought while also creatively managing staff and staff time to cost-effectively serve all shared customers.

19. The MOU includes all requirements as set-forth in the WIOA MOU Joint Partner Policy Communication 03.2021, dated March 16, 2021.

20. The Merrimack Valley 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 the MMVWB and the mandated MMVCC Partners, including incentives and penalties.

The MOU is fully executed when it contains the signatures of the MassHire Merrimack Valley Workforce Board, MMVCC 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 once every 3 years to reflect any changes in the signatory official of the Board, MMVCC Partners, and Chief Elected Official (CEO) or changes to infrastructure cost contributions.

VI. COMPETITIVE SELECTION OF MASSHIRE CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of MassHire Operators as


required by WIOA, at least once every 4 years.

VII. PERFORMANCE MEASURES

The MassHire Merrimack Valley Workforce Board, in agreement with the MassHire Merrimack Valley Career Center Required Partners, agree to jointly review the WIOA mandated performance metrics for this workforce area and/or metrics negotiated as part of any shared and infrastructure contract costs between the MMVWB and the mandated MassHire Merrimack Valley Career Center partners, 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 MassHire Merrimack Valley Career Center customers. By signatures affixed below, the parties specify their agreement:


Kendrys Vasquez, MassHire Merrimack Valley
WB Chief Elected Official


Juan Yopez
MassHire MV Workforce Board (MMVWB)
Chair

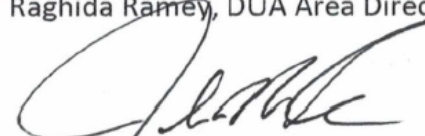

Brian Norris, MassHire Merrimack Valley WB
Executive Director

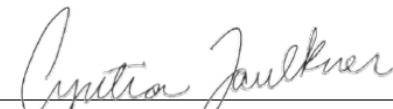

Linda Rohrer, MassHire MV Career Center
Executive Director

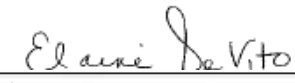
Dawn Beati (electronic signature) 6/17/21
Dawn Beati, MDCS MMVWB Operations
Manager

Raghida Ramey
Raghida Ramey, DUA Area Director

Thelma Williams
Thelma Williams, NE Regional Director
MA Commission for the Blind

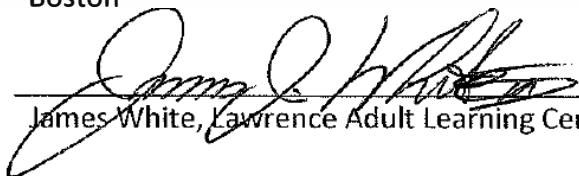

John Person, NE Regional Director
Mass Rehab Commission


Cynthia Faulkner, Executive Director
Notre Dame Education Center

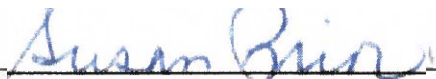

Elaine DeVito, Lawrence Transitional
Assistance Office



Mark Gyurina, Operation Able of Greater Boston



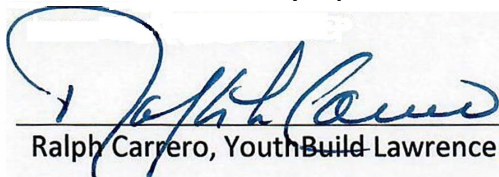
James White, Lawrence Adult Learning Center



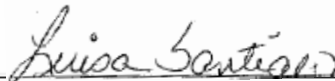
Susan Prior, Methuen Adult Learning Center



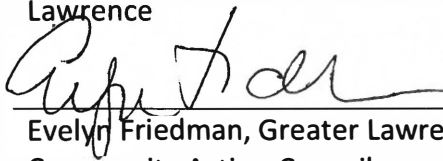
Marsha Parinussa Flynn, NECC CAE



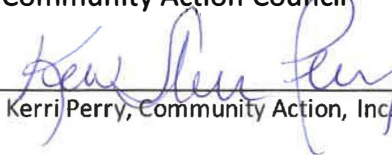
Ralph Carrero, YouthBuild Lawrence



Luisa Santiago, International Institute - Lawrence



Evelyn Friedman, Greater Lawrence Community Action Council



Kerri Perry, Community Action, Inc.



Angela Rackley, Center Director
Shriver Job Corps for John Pederson, Senior
VP Education & Training Mgmt. & Trng. Corp