

*MassHire Metro South/West Workforce Board  
and  
The WIOA Partners*

*Memorandum of Understanding  
July 1, 2017 – June 30, 2021*

Updated August 7, 2019

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

## **Table of Contents**

<b>Purpose and Duration of the MOU</b>	<b>3</b>
<b>Partners</b>	<b>3</b>
<b>Process to Develop the MOU, Define the Shared Customer and Map Service Pathways</b>	<b>4</b>
<b>Career Center Objectives</b>	<b>4</b>
<b>Successful Career Centers</b>	<b>5</b>
<b>Metro Southwest Career Center Business Model</b>	<b>5</b>
<b>Work Plan</b>	<b>6</b>
<b>Target Job Seeker Markets: Priority Populations</b>	<b>6</b>
<b>Shared Customers</b>	<b>7</b>
<b>Continuum of Services</b>	<b>7</b>
<b>Career Center Services to Individuals</b>	<b>7</b>
<b>Pathways to Services</b>	<b>8</b>
<b>Supports and Services for Target Markets</b>	<b>9</b>
<b>Referral Procedures</b>	<b>9</b>
<b>Business Services: The Employer Marketplace</b>	<b>9</b>
<b>Performance</b>	<b>10</b>
<b>Technology</b>	<b>10</b>
<b>Staff Development and Training</b>	<b>11</b>
<b>Shared and Infrastructure Costs</b>	<b>11</b>
<b>Staffing and Out-Stationing</b>	<b>12</b>
<b>Shared Space and Equipment</b>	<b>13</b>
<b>Evaluation</b>	<b>13</b>
<b>Signatories</b>	<b>13</b>
<b>Attachment A. Labor Market Analysis, <i>Knowledge Innovation Economy</i></b>	
<b>Attachment B. Pathways to Services</b>	
<b>Attachment C. Partner Services</b>	
<b>Attachment D. Business Services</b>	
<b>Attachment E. Assurances</b>	

Updated August 7, 2019

2

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

## **Purpose and Duration of the MOU**

The MassHire Metro South/West Workforce Board (MSW WB) formerly known as Partnerships for a Skilled Workforce (PSW), has led the debate and discussion regarding the career center model, the service delivery system, and the roles and responsibilities of each of the WIOA Partners. This MOU has been developed and implemented with the agreement of the General Manager of the Town of Norwood. The MSW WB Executive Director and the representative of the General Manager have worked closely to plan the meetings and frame the discussion. The purpose of the MOU is to establish the model for services in the region and define the roles and functions of each of the partners.

This agreement shall begin July 1, 2017 and, unless it is substantially changed or terminated by agreement of all parties, end on June 30, 2020. The MOU will be updated not less than every three years to reflect changes in (1) the signatory officials of MSW WB, the Partners, and Chief Elected Official; (2) substantial improvements in the delivery of services; and/or (3) changes to infrastructure cost contributions.

## **Partners**

The WIOA Partners in the Metro Southwest workforce area of Massachusetts include:

- Massachusetts Department of Career Services, including Title I Adult and Dislocated Workers, Wagner-Peyser, Trade Adjustment Assistance, and Jobs for Veterans State Grants
- The WIOA Youth Program
- The Massachusetts Department of Unemployment Assistance
- Adult Learning and Literacy Programs:
  - Framingham Adult ESL<sup>Plus</sup>
  - Hudson-Maynard Adult Learning Center
  - Middlesex Community College Adult Learning Center
  - Blue Hills Regional Adult Basic Education Center
- Massachusetts Rehabilitation Commission, Framingham Area Office
- Massachusetts Commission for the Blind, Metro West Regional Office
- Department of Transitional Assistance, Transitional Assistance Office, Framingham, including Temporary Assistance for Needy Families Regional Office and the Supplemental Nutrition Assistance Program
- Senior Community Service Employment Program, Operation A.B.L.E. and Executive Office of Elder Affairs
- The Massachusetts Department of Corrections

Updated August 7, 2019

3

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

## **Process to Develop the MOU, Define the Shared Customer and Map Service Pathways**

PSW convened the Partners in October 2015 to exchange information about each organization's customers, services, delivery systems and eligibility requirements. Representatives from the Department of Career Services, WIOA youth program and adult learning centers, Massachusetts Rehabilitation Commission, Operation A.B.L.E and the Department of Transitional Assistance were at the table. The agendas for fall 2015 and spring 2016 meetings included:

- The career center business model
- System mapping
- The common customer
- Referrals of consumers between the Partners and the careers

In the fall of 2016, the original partners were joined by the Massachusetts Department of Unemployment Compensation and the Commission for the Blind. They met in September 2016 to approve a plan presented by PSW to complete the MOU by June 2017. The group was divided into four working teams: common customer, services to individuals, pathways, and business services. Each team presented a proposal on their topic for review and modification by the full Partners group on November 30. The products of the meeting were incorporated into the MOU for discussion at the January 25, 2017, meeting. A final review of the draft took place on March 29, 2017, circulated to the state partners for signature, and was submitted to the state agencies for review. The results of that review were received in a letter dated November 3, 2017.

The members met on November 29, 2017, and on January 31 and March 28, 2018 to address state concerns:

- Priority populations: the shared customer definition, referral systems and menu of services
- Continuity of services: career pathways
- Shared and infrastructure costs: integration and location of services, effectiveness and impact of shared costs, and continuous improvement

The results of those discussions were folded into this "refreshed" MOU for a final member review at a May 30, 2018 meeting.

This MOU will be reviewed in the fall of 2018, will be revised based upon the experience in FY18 and will incorporate products and systems produced in FY18.

## **Career Center Objectives**

The MassHire Metro South/West Workforce Board and the WIOA Partners listed in the previous section agree to:

- Create a one-stop system that supports the development of a workforce with the skills employers require by implementing the business model described in the purpose section.
- Improve the economic standing of career center customers, both youth and adults.

Updated August 7, 2019

4

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

Employment of individuals is the primary measure of success for career centers. However, One-Stop Career Centers cannot be a solution to all our country's workforce of economic needs. The engagement of the partners in this MOU is key to success.

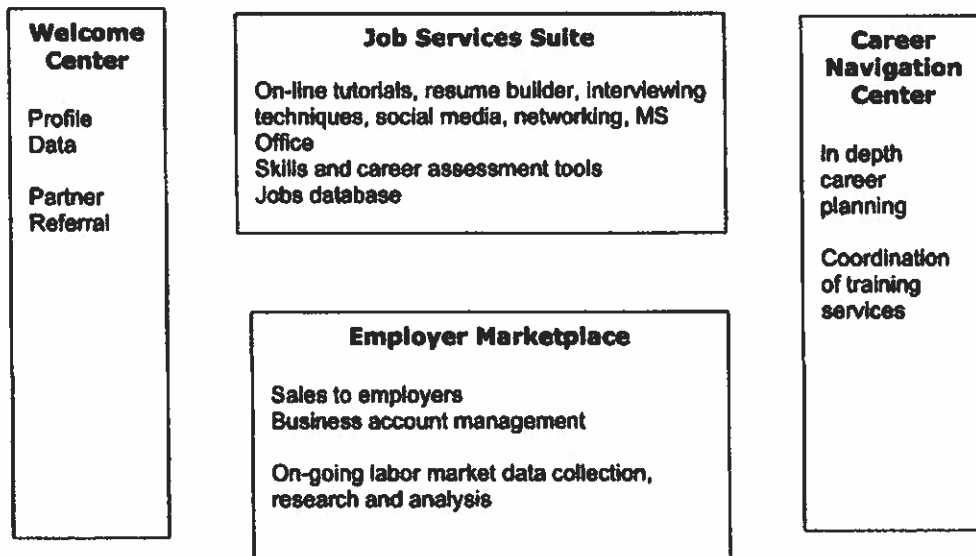
### Successful Career Centers<sup>1</sup>

The partners agree to build a system in which:

- Career centers are driven by the needs of employers. In Metro Southwest employer needs are the top priority and there are deep relationships between the career centers and employers.
- Training is closely aligned with employer skill requirements. In Metro Southwest job seekers will engage in a combination of work and learning simultaneously to gain market-relevant skills and credentials and achieve good paying jobs with career potential.”<sup>2</sup>
- Technology is employed thoughtfully to enhance services and reduce costs, freeing staff to concentrate on the content and quality of advice and services to both individuals and employers. In Metro Southwest well-designed platforms support individual learning, placement, management and continuous improvement.

The career center system will have four divisions: Welcome Centers(s), Career Navigation Center, Job Services Suite and Employer Marketplace. See the business and individual services section for a description of the purpose of each.

### Metro Southwest Career Center Business Model



<sup>1</sup> Center for Labor Market Studies, Northeastern University. Evaluation of Metro Southwest Career Centers. June 2010. The White House. Ready to Work: Job Driven Training and American Opportunity. July 2014. WIOA Career Center Standards Work Group. 2015. Strong, Ed. One-Stop Career Centers Must be Re-invented to Meet Today's Labor Market Realities. Version 2.0. June 2013. Halbert, Hannah. Employment Connection: Demand-driven model increases job placement. Policy Matters Ohio. Workforce Policy.

<sup>2</sup> Strong, Ed. P5.

Updated August 7, 2019

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

## **Work Plan**

In the first year of this agreement, MSW WB and its Partners will take the first steps to build an employer driven, high tech, high touch career center system:

- Integrate career center and partner services
- Ensure that facilities, services and equipment are accessible to the customers or consumers of the Partners
- Collect and analyze data and take action to respond to changing labor market conditions and to continuously improve services
- Develop a registration form and process to provide for the collection of information to be shared by the career center and its partners until such time as the state-wide intake system is fully functional
- Create and implement a system of referral to services between the career center and the Partners
- Establish a baseline of Partner referrals to the career center during the first year

The Partners will have an annual work plan informed by the experience in the previous fiscal year.

## **Target Job Seeker Markets: Priority Populations**

The workforce system in Metro Southwest will address the needs of the following groups:

- The long-term unemployed;
- Unemployment insurance claimants;
- Low-income adults including TANF and SNAP recipients;
- The homeless;
- Adult education participants;
- Individuals with disabilities;
- Veterans;
- Older workers;
- Offenders who are released from prisons and jails;
- Young adults with barriers to employment.

In Metro Southwest the career centers will give priority to referrals from WIOA partners.  
See Attachment A: *The Knowledge Innovation Economy*, for description of the labor market.

## **Shared Customers**

***Definition, WIOA Joint Partner Communication 01.2018, March 20, 2018***

**Shared customers are:**

**“Youth and job seekers that are eligible for and receive services from more than one WIOA Partner program. They benefit from services and resources delivered across multiple WIOA Partner programs and other stakeholders that are aligned to meet an individual’s needs. Shared customers also meet the definition in the Title II regulations of WIOA, CFR 34 Part 63.3 of concurrent enrollment or co-enrollment referring to enrollment by an eligible individual in two or more of the six core programs administered under the Act.**

**A business that receives services from more than one WIOA Partner program is also considered a shared customer. (However, the policy pertains only to youth and job seeker shared customers.)**

**Each state WIOA Partner has criteria that must be met before an individual is eligible for the respective Partner services. Communication among Partners is essential to ensure accurate identification of shared customers.”**

### ***Continuum of Services***

**Partners will give their customers the foundation knowledge and skills necessary to succeed in the career center environment and refer them to the career center for services. The customers most likely to benefit from career center career advising, training and placement services are those individuals who:**

- **Want to take the first step toward employment and/or education, are able and willing to work, and want a job**
- **Are able to complete digital and/or paper assessments**
- **Have a desire for services and are committed to training or retooling skills as necessary**
- **Possess the literacy skills necessary to do the job they are applying for**
- **Are prepared to look for work, i.e., have arranged for family member care and transportation**
- **Are documented and able to work in the United States**
- **Are willing/able to sign a release of information form which will allow agencies to share applicable client information**

**Some customers will be supported as they progress through the services pathway by a Partner-career center team.**

### ***Career Center Services to Individuals***

**Service begins at the Welcome Center when a staff person with deep knowledge of the career center and partners’ specialized services determines the reason why the individual is at the career center, asks the person to complete a profile for employment, an educational history, and guides them to the first step in the service pathway—referral to the Career Navigation Center or the Job Services Suite and/or referral to a WIOA partner or community organization. The referral may be made via computer or telephone.**

**Updated August 7, 2019**

**7**

**This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.**

The package of services may vary in intensity and duration based upon customer need and eligibility. The menu of services available at the career center includes:

- Skills, interest and aptitude assessment, including literacy, numeracy, language fluency, and English language proficiency, marketable knowledge and skills, and supportive services. Methods include interviewing and diagnostic testing.
- A service plan based on a conversation(s) with the individual that includes a discussion of his or her skills, skills valued in the labor market and the match or gap between what is required, and the individual's knowledge, skills and abilities
- Comprehensive and extensive career counseling based on actual labor market needs so individuals can make informed career decisions
- Eligibility determination for adult, dislocated worker, and youth programs
- Staff assistance in writing a plan leading to employment
- Training programs provided through career and technical education school adult learning divisions, private and public colleges and universities, and other approved vendors that match their skills, interests, personality, and employment goals. Help navigating the financial aid system and applying for WIOA vouchers. A plan for financing education will be developed.
- Referral to Partner organizations and other community resources when individuals need services that are beyond the scope of the career navigation division and they agree to the referral
- Job search preparation and placement

The following services will be available to all individuals through the Job Services Suite, regardless of eligibility for services through WIOA and other special programs:

- Labor market data including information about industries and occupations where there are current and future opportunities for employment and advancement, the knowledge and skills requirements in those jobs, and relevant education and training programs
- Job search tutorials, including resume building and interviewing skills placement assistance
- On-line occupational training programs
- Notice of a job opening when their profile matches the requirements in the job order, assistance in completing the application, and preparation for selling themselves to the employer
- Information about filing for unemployment and/or addressing problems with their claims

### ***Pathways to Services***

There are multiple points of entry into the workforce development system in Metro Southwest, that, collectively, will lead to self-sustaining wages. The pathways for each target group, developed by the Partners for their target groups, are in Attachment B.

Updated August 7, 2019

8

This document created by the MassHire Metro SouthWest Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro SouthWest Workforce Board.



### ***Supports and Services for Target Markets***

The table in Attachment C (MSW WIOA Partner Services) lists the services provided by the Partners to prepare people for the career center or to respond to the needs of individuals referred by the career center.

### ***Referral Procedures***

Referral procedures were produced in FY18.

### **Business Services: The Employer Marketplace**

WIOA offers an opportunity to innovate and strengthen services to individuals, industries and businesses. We commit to working with employers who have persistent and deep worker skills shortages, are in a targeted industry, employ people in target occupations, and are committed to hiring people with disabilities. We will work together to identify employer needs in the current marketplace.

The WIOA Partners and the career center operator will:

- Participate in an inventory of business services among the Partners
- Collaborate on the development of common practices, processes and services for the Business Services Team to cultivate new and existing business partnerships
- Enter job orders into the matching system
- Target industries/businesses and occupations in our joint work
- Analyze the current employer database, identify data and share with partners
- Collect data (including but not limited to the characteristics/ abilities, skills and knowledge in demand by the employer) and enter into the customer management system (CMS)
- Collect job seeker profiles and enter the profiles into CMS to match with job orders
- Participate in the analysis of employer data in CMS and use the measurement/performance criteria of Department of Labor (DOL) and MSW WB in order to identify best practices
- Be familiar with labor market analysis from MSW WB and other resources
- Participate in the development, implementation and evaluation of the Employer Marketplace

The business services flow chart in Attachment D (MSW WIOA Partner Business Services) shows the process to be followed by the staff of the Employer Marketplace. The "staff" includes people housed in the career center marketplace itself and those housed at a Partner organization.

Updated August 7, 2019

9

This document created by the MassHire Metro SouthWest Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro SouthWest Workforce Board.

**Performance**

Metro Southwest will focus on activities that evidence shows improves performance: demand driven approaches, sector projects, education and occupational training and social support.

In Metro Southwest performance will be measured using WIOA common performance measures for both the job seeker and employers, including:

<b>Adults</b>	<b>Measures</b>
Employment	Employed in the 2 <sup>nd</sup> quarter after exit
Employment Retention	Employed in the 4 <sup>th</sup> quarter after exit
Median Earnings	Median earnings in the 2 <sup>nd</sup> quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 <sup>th</sup> quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

<b>Youth</b>	<b>Measures</b>
Employment	Employed or in education or training in the 2 <sup>nd</sup> quarter after exit
Employment Retention	Employed or in education or training in the 4 <sup>th</sup> quarter after exit
Median Earnings	Median earnings in the 2 <sup>nd</sup> quarter after exit
Credential Attainment Rate	Obtain recognized postsecondary credential by 4 <sup>th</sup> quarter after exit
Measurable Skill Gains	During program year achieve documented skill gain from education/training

<b>Employers</b>	<b>Measures</b>
Effectiveness in Serving Employers	Retention with the same employer in the 2 <sup>nd</sup> & 4 <sup>th</sup> quarter after exit
Effectiveness in Serving Employers	Employer penetration rate
Effectiveness in Serving Employers	Repeat business customer rate

**Technology**

Technology platforms will be available throughout the career center to support the Metro South/West Business Model. Technology will facilitate the exchange of information and a continuum of services to individuals, employers and Partners. This includes Career Ready 101, a self-paced, adaptive, online remediation system with additional features, such as a resume builder, career exploration by category and skill level, interest survey, calendar to view assignments, and a portfolio of all an individual's work.

Over time, other technologies for delivering and managing services that have the following characteristics will be added:

- Systems (in-person, virtual) available on evenings and weekends
- Connect to the contact management system currently under development by the state
- Platforms for counseling, training, cases management and linking Partner services

- Support integrated “real-time” access between all areas of the career center, customers, and Partners, including tracking customers, accountability system, and quality access for individuals of various education levels, career pathways, and physical or job search needs
- Compliance with applicable statutes, regulations and data security requirements
- Sharing of information to the greatest extent appropriate among Partners
- Compliance with common reporting principles and requirements
- Meets confidentiality requirements
- Innovative, flexible, expandable and cost effective

### **Staff Development and Training**

The following modules make up the staff development curriculum:

- Partner agency missions
- Services offered by each agency
- Target populations served and their characteristics
- Requirements for participant entry
- Accessibility of services (accommodations)
- The referral process to and from the career center and the criteria used to determine when a referral would be made
- Staff sensitivity. What it means to be multi-lingual, multi-cultural, disabled and other special populations and what their needs are.

### **Shared and Infrastructure Costs**

Per MassWorkforce WIOA Joint Partner Communication 02.2017.2:

“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

Updated August 7, 2019

11

This document created by the MassHire Metro SouthWest Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro SouthWest Workforce Board.

partners for adjustments to shared and infrastructure funds allocated. The utilization of infrastructure funds will be reviewed on a quarterly 12 basis. Staff time and in-kind resources attributed to shared costs will be reviewed annually for necessary adjustments.”

Additionally, shared costs include both cash payments and in-kind services, facilities and equipment. Agreements for sharing costs have been negotiated with each of the partners, including staffing, out-stationing, equipment, shared space and referral policies and procedures.

**Funding:** Each Partner’s contribution is negotiated at the state level. The Partner and the career center director negotiate the use of the funds and that agreement is entered into the integrated budget.

**Referrals.** A common referral form is used by all Partners and career center staff. Partner referrals are sent to a single point of contact in the center. Young people aged 16 to 24 are referred to the WIOA youth program. Individuals over the age of 18 who do not meet the WIOA youth eligibility requirements or who do not choose to participate in the WIOA youth program are referred back to the career center for adult services. To be referred from a Partner to the career center, the individual must register in JobQuest, complete the referral form, and send it to the point of contact in each career center.

**Staffing and Out-Stationing**

Organization	Schedule
Department of Career Services	DCS staff have a full-time presence in the Framingham and Norwood centers
WIOA Youth	Youth staff work in the career centers and career center staff work in designated schools as required to support delivery of services.
Department of Unemployment Assistance	Reemployment Seminar staff are located in the Framingham and Norwood centers
Adult Learning and Literacy Programs (ALC)	Blue Hills: ALC staff in Norwood Tuesdays from 1:00 to 4:00 p.m. Career center staff at Draper Mills once a month for two hours and at Blue Hills Technical High School twice a month for two hours each time. Framingham Adult ESOL™ staff are assigned a cubicle in the Framingham career center based on the volume of customers. Hudson-Maynard are assigned a cubicle in Framingham at the career center and career center staff offer the workshop series at Hudson High School DOC adult education correction programs are assigned a cubicle in Framingham and Norwood. Career center staff offer an abridged career center seminar and workshops to inmates in pre-releases status and attend re-entry support fairs.
Massachusetts Rehabilitation Commission	MR staff are at the Framingham center on Mondays, 10:00 a.m. to noon and at Norwood on Fridays from 10:00 a.m. to noon.
Massachusetts Commission for the Blind	Framingham staff will offer the workshop series at MCB and MBC staff have access to a cubicle.
Department of Transitional Assistance	DTA staff are in Framingham one day per week for two hours. Framingham career center staff attend DTA orientation session biweekly. Norwood career center staff attend Quincy orientations.
Senior Community Service Employment Program	SCSEP hosts orientations and has open hours at both the Framingham and Norwood career centers.

### ***Shared Space and Equipment***

Partner staff are assigned cubicles equipped with a phone and a partner extension, a computer with Internet, MOSES, Microsoft Office 365 and printer access, desk and chairs, general office supplies. Orientation will be held in a room equipped with a SMART board.

Partners are encouraged to display promotional materials and event flyers within the space and in the welcome center.

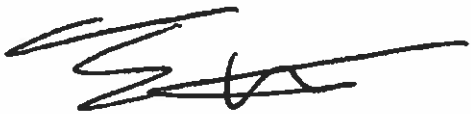
### **Evaluation**

The Partners will continue to meet on a schedule to be determined at the first meeting in FY19. Five steps will be taken to assess the effectiveness of shared practices and impact on customers:

- Measure performance using the metrics listed in the performance section in this MOU and discuss the results at Partner meetings. When the benchmarks/goals are not achieved, the Partners will develop a continuous improvement plan.
- Reserve a section of the Partners meeting for each organization to report on referrals, services and other actions taken to build and improve the public workforce system in the region
- Design an evaluation to measure the impact on shared customers and explore the possibility of a comparison or control group.
- Design a process evaluation to assess the efficiency of the referral system.
- Find funding for both the process and impact evaluations and procure a third-party evaluator to conduct the evaluation and issue a report in FY20.

### **Signatories**

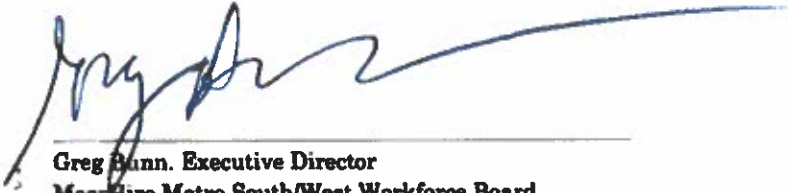
By signing this agreement, all parties agree to the provisions contained herein, subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential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



Tony Mazzucco, Chief Elected Official  
General Manager, Town of Norwood



**Lisa Kubiak Chair  
MassHire Metro South/West Workforce Board**



**Greg Dunn, Executive Director  
MassHire Metro South/West Workforce Board**




**Louise Meyer, Executive Director  
MassHire Metro South/West Framingham and Norwood Career Centers**



**Angela Grant, Operations Manager  
MassHire Metro South/West Framingham Career Center**



**Antoine Jones, Operations Manager  
MassHire Metro South/West Norwood Career Center**



**Patricia Lucier  
MassHire Metro South/West Career Connections / WIOA Youth Program Director**



**Meghan Burke, Youth Programs Manager  
MassHire Metro South/West Workforce Board Youth Careers**


Updated August 5, 2019

14

This document created by the MassHire Metro South/West Workforce Board & Metro Southwest WIOA Partners 2017. Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro South/West Workforce Board.

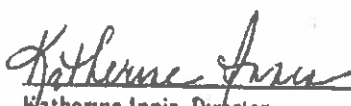
**Richard Jeffers, Director**  
**Massachusetts Department of Unemployment Assistance, DUA Representative**

Adult and Community Learning Services, DESE

  
Robert Tremblay, Superintendent  
Framingham Adult ESL, Framingham Public Schools

  
Susan Haberstroh, Director  
Blue Hills Regional Adult Basic Education Center

  
Marco C. Rodrigues, Superintendent of Schools  
Hudson Maynard Adult Learning Center

  
Katherine Innis, Director  
The Adult Learning Center  
Middlesex Community College

  
Adam Garber, Area Director  
Massachusetts Rehabilitation Commission, Framingham Area Office

Updated August 7, 2019

This document created by the MassHire Metro SouthWest Workforce Board & Metro Southwest WIOA Partners 2017 Attribution requested for use. For questions regarding the MOU or document contact the Executive Director, MassHire Metro SouthWest Workforce Board

*A.W.*

---

Alan White,  
Massachusetts Commission for the Blind, Metro West Regional Office

*Lina Stolnik-Yoffe*      *5/12/19*

---

Lina Stolnik-Yoffe, Director  
Massachusetts Department of Transitional Assistance, Transitional Assistance Office, Framingham

*Mark Gurns*

---

Mark Gurns, Chief Program Officer  
Operation ABLÉ Inc

*Kun Chang*

---

Kun Chang, Director  
National Asian Pacific Center on Aging - SCSEP / Greater Boston Chinese Golden Age Center

---

Carol A. Mici, Commissioner  
Massachusetts Department of Correction, Reentry Services Division