



**Memorandum of Understanding
Between the MassHire North Central Workforce Board and its
Workforce Innovation Opportunity Act Partners**

The purpose of this agreement conveys the agreement developed and executed between the MassHire North Central Workforce Board (MHNCWB) with the city of Leominster, serving as the Chief Elected Official (CEO), the North Central Consortium, MassHire North Central Career Center (MHNCCC) and required Workforce Innovation Opportunity Act (WIOA) Partners. This agreement relates to the operation of the MHNCCC and its delivery of service to the North Central Massachusetts community. This Memorandum of Understanding (MOU) was developed through a collaborative effort of Partner representatives from within the North Central Workforce Development Area (WDA).

Section 1 – Mandated Partners

The MHNCWB will be the principal negotiator with the Partners to shape the delivery of services through the MHNCCC ensuring quality services to the North Central population.

The MOU will define the roles and responsibilities of all partners to enhance and expand the current services being offered at the MHNCWB, to meet the need of an ever-evolving workforce.

In accordance with WIOA Section 121(c), this Local MOU is written and executed with agreement of the region's CEO and the WIOA One-Stop Career Center (OSCC) required Partners.

- 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); represented by Mount Wachusett Community College and Clinton Adult Learning Center
- 5. The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD; represented through the region's OSCC operator, NCCC;

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 (TANF)**, (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 (SNAP)**, (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.)); represented by Catholic Charities and Operation A.B.L.E.
13. **Mount Wachusett Community College (MWCC)**: Provide career planning and workshop services to appropriate clients in a manner that leverages other college programs and provides clients with a fully integrated and supportive experience.
14. **Shriver Job Corps**: Provides an educational and career technical training program that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training.

Additional non-mandated Partners are:

The Polus Center for Social and Economic Development, Inc.
 Montachusett Opportunity Council

Section 2 – MOU Process

MHNCWB convened an initial meeting with the Partners in fall 2016 to discuss the planned process for development of the MOU. MHNCWB then met individually with each partner to gather information about their organization’s customers, services, delivery systems and their MHNCCC needs regarding space, workshops and contributions. Once the individual meetings were completed in late November,

the first full partner meeting was held. Representatives from the Department of Career Services, WIOA youth program and adult learning centers, Massachusetts Rehabilitation Commission, Massachusetts Commission for the Blind, the Department of Unemployment Assistance and the Department of Transitional Assistance were at the table. The goal of the first full meeting was to define a “shared customer”. This is the definition chosen:

A shared customer is a job seeker or a business that is formally enrolled in services by more than one core agency or program either at the same time or sequentially. If applicable, a shared customer must meet the eligibility criteria of the partner agency providing services. Not all customers will be shared customers.

Section 3 – Priority Populations

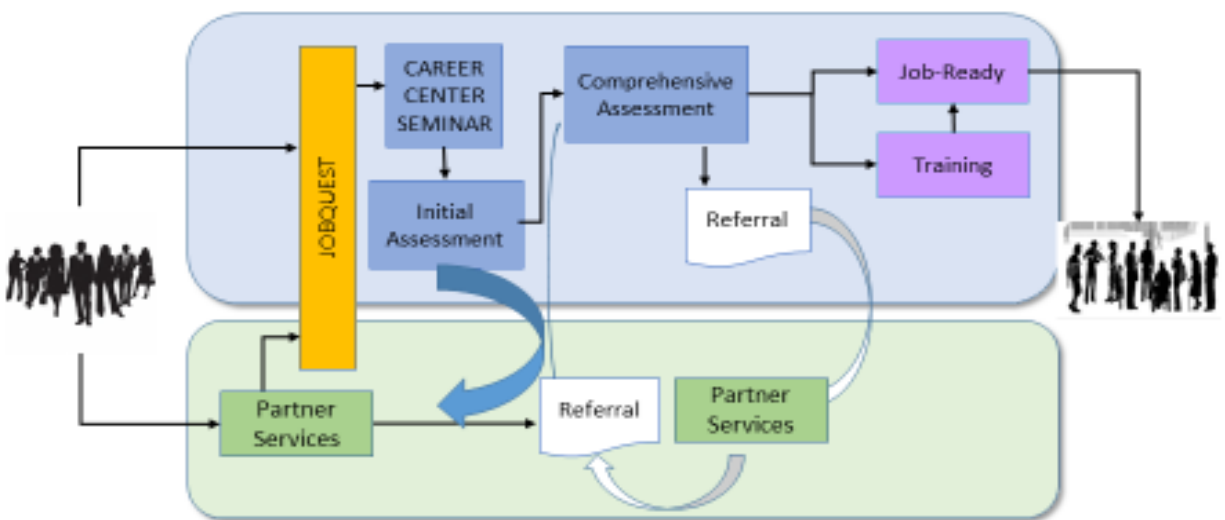
Following the design and development of the MHNCWB WIOA Partner Services Grid, several more meetings were held to discuss priority populations and available career pathways. The priority populations identified by the Partners are:

- Unemployment insurance claimants
- Low-income adults, including TANF and SNAP recipients
- Homeless, including Homeless Veterans
- Adult Education participants (Title II)
- Individuals with disabilities (Vocational Rehabilitation Title IV)
- Veterans
- Older Workers
- Reintegration populations
- Youth, including youth with barriers to employment

It was also decided by the Partners that shared customers will be referred between agencies using a referral form that each organization is currently developing. This process will simplify the process of following and tracking service integration, applicable career pathways and business service referrals for all shared customers.

The primary career pathways identified by MHNCWB and the MHNCCC are pathways to our Healthcare and Manufacturing industry sectors.

GENERAL CUSTOMER FLOW



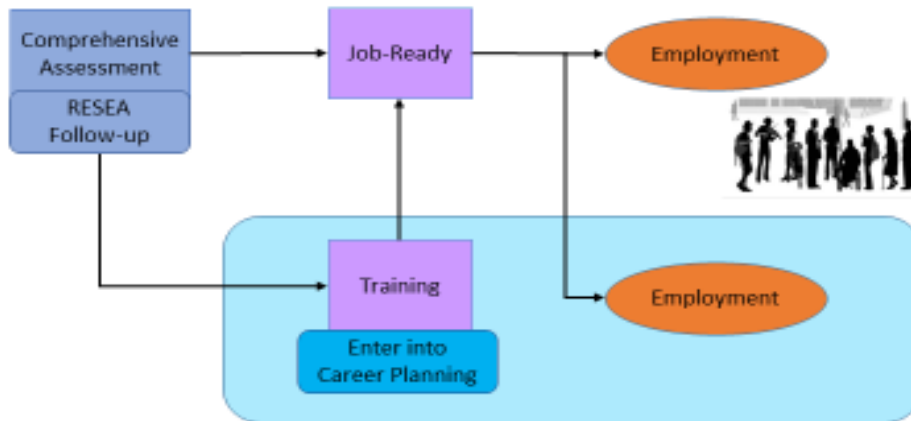
1. Customers may utilize services through the Career Center as a walk-in or a referral by a Partner agency.
2. All customers are required to register on JobQuest.
3. Referrals for services between NCCC and Partners will occur as appropriate and apply to any customer from any population.

CUSTOMER FLOW FOLLOWING TRIAGE



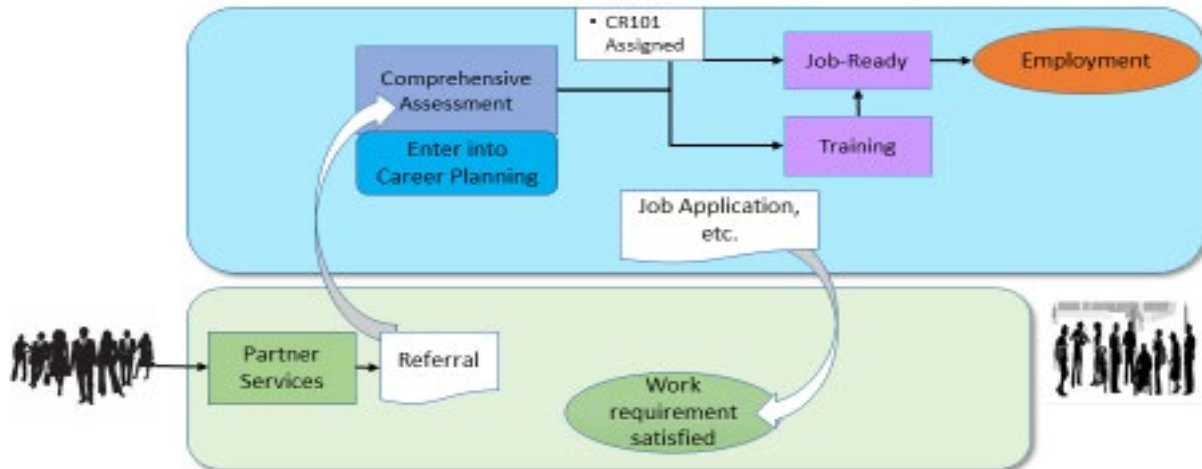
Job-ready customers primarily may be self-service, whereas customers referred for training must meet eligibility requirements and are case managed through training, employment and for 12 months following employment.

UNEMPLOYMENT INSURANCE CLAIMANTS



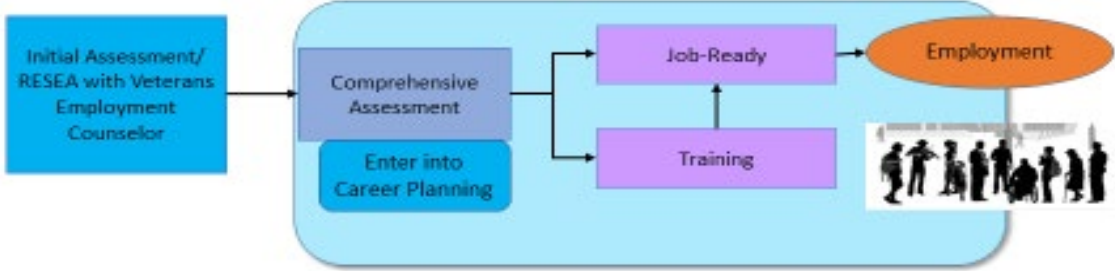
Comprehensive Assessment and appropriate training and/or job referrals will be provided during RESEA.

LOW INCOME, TANF & SNAP CUSTOMERS



Full-engagement workers and career center staff will work closely to case manage shared customers and to refer and provide appropriate services.

VETERANS



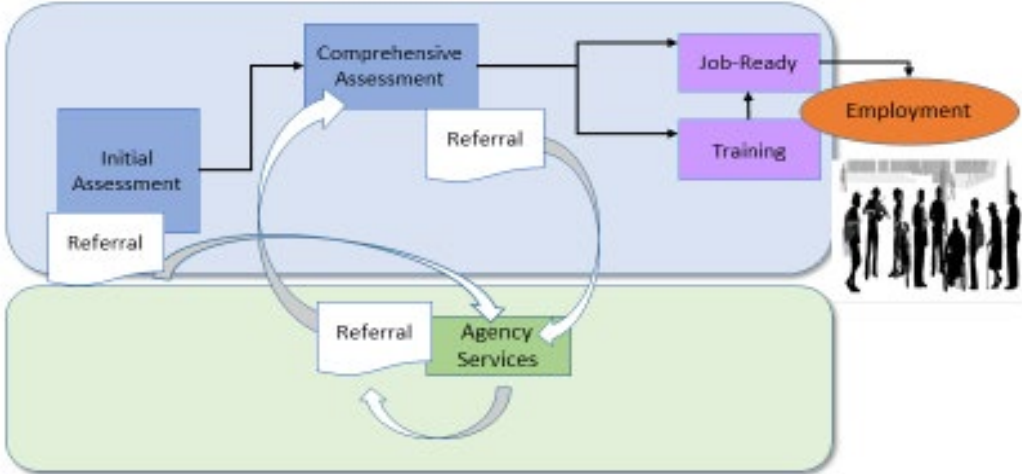
Veterans are provided priority of service and may receive services via designated Veterans staff.

CUSTOMERS WITH A DISABILITY



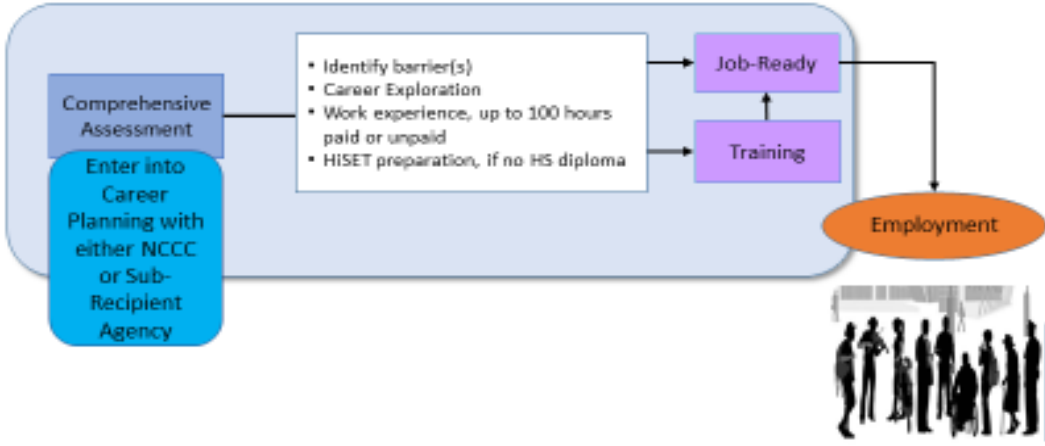
Customers self-identified with a disability will work closely with career center staff to be case managed, referred to and provided with appropriate services.

HOMELESS CUSTOMERS, Including VETERANS & YOUTH

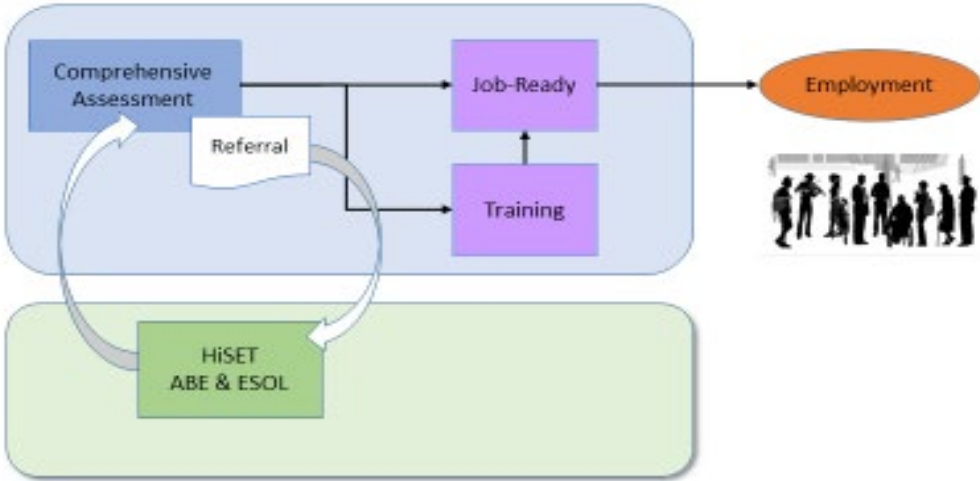


Career center staff will work closely to case manage customer and to refer to and provide appropriate services. Homeless veterans will receive priority of service via designated Veterans staff.

YOUTH, 16-24 Years of Age, with BARRIER

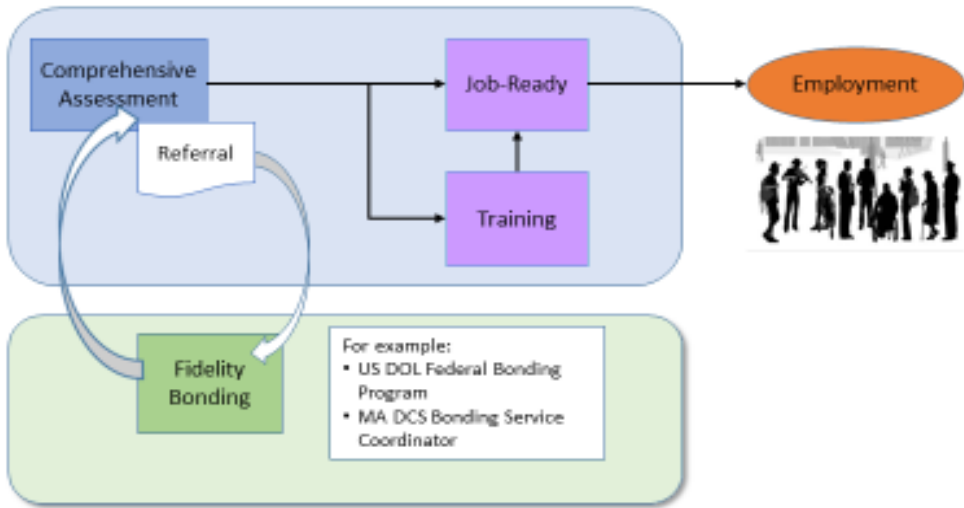


ADULT BASIC EDUCATION (ABE) CUSTOMERS



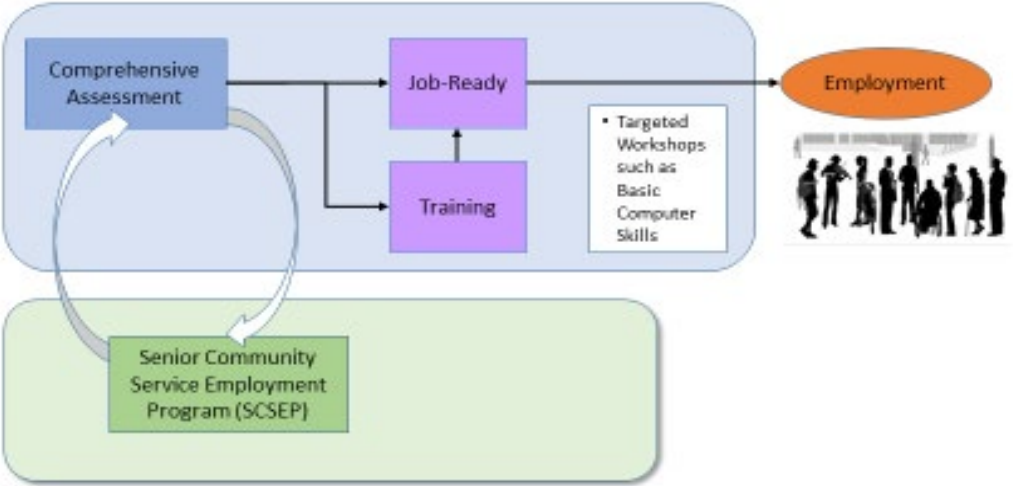
ABE staff and career center staff will work closely to case manage customer and to refer to and provide appropriate services.

REINTEGRATION POPULATION



Fidelity Bonding can be performed at the same time as job-ready activities.

OLDER WORKERS



SCSEP partners and career center staff will work closely to refer and provide appropriate services.

Section 4 – Continuum of Services for Priority Populations

A reference guide, to include contact information, services provided by the Partners, eligibility guidelines, and requirements for program enrollment, either paper or electronic, will be made available to ensure quality referrals between Partners.

The referral process will be standardized for those MOU Partners on/off site at MHNCCC. . A common referral form, either paper or electronic will be submitted when staff are referring a shared customer.

Referral information will be recorded in MOSES under the appropriate tab or in the notes section.

Enrollment into programs (i.e.: Title I services)

MHNCWB and the Partners have identified the following roles and responsibilities of the partners:

DTA will provide a full-engagement worker (FEW) onsite at the NCCC weekly

MRC will provide a monthly information session detailing the Vocational Rehabilitation program and will meet with customers at the MHNCCC on a one-on-one basis at least once a month.

MCB will refer and potentially co-enroll customers

ABE will have a representative housed at the career center for 12 hours per week. ABE will also provide TABE testing.

SCSEP will be co-located at the NCCC a minimum of one day per week. SCSEP will continue to provide the career center with administrative support.

MWCC will continue to provide Title I services as well as workshop coordination.

DCS will provide Title I services, service UI customers with navigation of the online application, RESEA services, conduct workshops when applicable

DUA will provide support via UI Navigation training for staff so unemployment assistance services are provided to Career Center customers. Provide supportive resources (Career Center Que line/ Agent Assist line and escalation procedures) to resolve customer issues in a reasonable amount of time. Provide funding as outlined in the MOU, to support unemployment assistance services for Career Center customers.

Partners will give their customers a brief overview of services provided by the OSCC's and refer them to the Career Center for services. The customers most likely to benefit from the use of career center career assessment tools, participation in advising, training and/or 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, paper and accessible assessment formats

- Have a desire for services and are committed to training or retooling skills as necessary

- 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

Section 5 – Continuum of Services for Businesses

All staff members will be a part of the business-driven model. Employment Counselors (EC) will build a file of resumes to refer to for the purpose of filling the needs of the area employers. The Business Service Representative (BSR) will update staff at weekly staff meetings with the employers' latest openings as well as e-mailing employer requests on an as-needed basis. When appropriate, the BSR will meet with staff at the start of the day to share information about employers who may have immediate openings. The BSR will also share that information with Partners' contacts, by a mutually agreed-upon method.

BUSINESS CUSTOMERS/Demand Driven 2.0



Section 6 - Technology

The MassHire North Central Career Center (MHNCCC) has a resource room of computers available to our customers. Our resource room is available for access to job search websites as well as any other job search needs. For our customers that may benefit from a quiet space, we provide a group of computers that can be used for tutorials, self-paced assessments and virtual trainings. The computer lab is available for computer workshops (Building Computer Confidence, Word, Job Search on the Internet, Linked In). At least one computer will be accessible with magnification capabilities and speech software and other assistive devices.

The MHNCCC web page provides updates to the upcoming events offered. Currently, the majority of our services are conducted on an in-person basis during regular business hours (8 a.m. to 4 p.m.). However, moving forward, the vision is that there will be more virtual services provided such as a RESEA review, comprehensive assessments, Career Center Seminars and workshops.

Section 7 – Information Sharing and Staff Development

The MHNCCC has developed a plan for the development and training of staff. Guide cards will be created to aid staff in determining eligibility and referral processes for Partner programs. A set of guide cards will be given to every MHNCCC staff member, including the reception staff. Training on how to use the cards and the information included on them will be reviewed at a weekly staff meeting.

A reference guide, to include contact information, services provided by partners, eligibility guidelines, and requirements for program enrollment, paper or electronically, will be made available to ensure quality referrals between partners. If any reference guide training is needed by any Partners, this training will be provided by the MHNCCC. The website and any reference guides will be accessible.

Other methods that are being used to train our staff include job shadowing and mentoring. These methods will enable our staff to learn how to work with each of our priority populations including program eligibility, training opportunities, career advising and job placement services.

As part of the region's ongoing effort to improve coordination and effectiveness of services, the Partners shall work together to develop and deliver coordinated staff development and training. In order to ensure that all MHNCCC staff understand the Partner programs and the processes used to make effective referrals, each of our mandated Partners will present at one or more of our weekly staff meetings.

Initial training topics include:

- System integration - Partner and MHNCCC program benefits/services/eligibility,
- MA BizWorks - performance data tracking, customer referral process,
- Professional growth - time management, case-notes,
- Specific interest - cultural competence, disability tools and supports, language resources.

If there are significant changes to procedures or processes with one or more of our Partners, they will be invited back to the weekly staff meeting for an updated presentation.

Any offsite training that is made available to an MHNCCC member of management or an MHNCCC staff member, will be delivered to the entire staff in a Train-The-Trainer training session. Ideally, these trainings will be scheduled during a weekly staff meeting (or in a scheduled training session, if needed).

Section 8 – One-Stop Career Center Operator

Mandated WIOA Partners agree to participate in the selection process of the MHNCCC Operator as required by WIOA and coordinated by the MHNCWB, at least once every four years.

Section 9 – Shared and Infrastructure Costs

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.

Section 10 – MOU Commencement and Termination

This agreement will be effective July 1, 2017 and will terminate on June 30, 2021, unless otherwise terminated by agreement of all parties or superseded.

Section 11 – MOU Review

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 effective delivery of services, and 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.

Section 12 – Other MOU Provisions

The MHNCWB and the Partners agree to conduct the following activities at a local level:

- Plan, participate and share resources in the development and implementation of 1 (one) annual joint hiring event/job fair or resource and program information fair that will be sponsored by WIOA partner agencies for the benefit of all job seekers in the North Central region.

- Participate in the operations of the MHNCCC delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of federal law authorizing Partner programs and activities.
- Contribute in the defining process of what a “shared” customer’s path may be between Partners, to create a clear understanding of how a multitude of providers, services and resources should support youth, job seekers and businesses.
- Actively participate in the redesign of the MHNCCC customer-centered design and service continuum across partner agencies, including access and availability of services to shared customers.
- 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.
- Required MHNCCC Partners will use a portion of the funds available for programs and activities to maintain the MHNCCC delivery system, including infrastructure and shared costs of the MHNCCC, through methods agreed upon by the MHNCWB, CEO, and Partners. If no consensus on methods is reached for required MHNCCC Partners, the Governor, after consultation with the CEO, MHNCWB, and State Workforce Development Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
- 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.
- Provide representation on the MHNCWB to the extent possible and/or participate in its ad hoc activities/events or on standing committees and regional WIOA Partner meetings.
- The MOU will be renewed, not less than once every three years to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the NCCC Partner infrastructure cost contributions.

- Assist with the MHNCCC operator competitive selection process as coordinated by the MHNCWB. **Section 13 – MOU Policy Requirements**

This MOU includes all requirements set forth in the WIOA Joint Partner Communication: 02.2016. Please refer to the following link for additional information:

<http://www.mass.gov/massworkforce/docs/issuances/joint-partner/02-2016a.pdf>

Section 14 - Performance

Assist with the review of WIOA performance metrics for the region and the performance metrics negotiated as part of any shared infrastructure contracts between the MHNCWB required MHNCCC Partners, including incentives and penalties.

Key To MOU and Partner Acronyms

ABE – Adult Basic Education

ACLS – Adult and Community Learning Services

BSR – Business Services Representative

CEO – Chief Elected Official

CR101 – Career Readiness 101

DESE – Department of Elementary and Secondary Education

DCS – Department of Career Services

DOL - Department of Labor
DOR – Department of Revenue
DTA – Department of Transitional Assistance
DUA – Department of Unemployment Assistance
EC – Employment Counselor
EOE – Executive Office of Education
EOHHS – Executive Office of Health and Human Services
EOLWD – Executive Office of Labor and Workforce Development
ESOL – English for Speakers of Other Languages
FEW – Full-Engagement Worker
HWOL – Help Wanted Online
ISA – Inter-agency Service Agreement
LMI – Labor Market Information
MassCIS – Massachusetts Career Information
MCB – Massachusetts Commission for the Blind
MOBD – Massachusetts Office of Business Development
MOU – Memorandum of Understanding
MRC – Massachusetts Rehabilitation Commission
MWCC – Mount Wachusett Community College
NCCC – North Central Career Center
NCMWIB – North Central Massachusetts Workforce Investment Board
OJT – On-the-Job Training
ONET – Occupational Information Network
OSCC – One-Stop Career Center
RESEA – Reemployment Services and Eligibility Assessment Program

SCSEP – Senior Community Service Employment Program

SWA – State Workforce Agency

SNAP – Supplemental Nutrition Assistance Program

TABE – Test of Adult Basic Education

TANF – Temporary Assistance for Needy Families

TORQ – Transferable Occupational Relationship Quotient

UI – Unemployment Insurance

WDA - Workforce Development Area

WDB – Workforce Development Board

WIOA – Workforce Innovation Opportunity Act

WTFP – Workforce Training Fund Program

SIGNATORIES

By signing the MOU, 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 North Center Career Center customers.

Additionally, by signing the MOU, all parties agree to reviewing and modifying 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:

Dean J. Mazzarella, Mayor of Leominster
Chief Elected Official

Barbara Mahoney
MHNCWB, Inc. Board Chair

Jeffrey C. Roberge
MHNCWB, Inc. Executive Director

Rachel Frick Cardelle
Mount Wachusett Community College

Beth Goguen
Department of Career Services

Mark Gyurina
SCSEP Program-Chief Program Officer

Staci Johnson
Department of Career Services

Raghida Ramey
DUA Representative

Adam Duggan
ABE, Mount Wachusett Community College

Christine Cordio,
ABE, Clinton Adult Learning Center

John Person
MA Rehabilitation Commission

Mervyn Campbell
MA Commission for the Blind

Jenna Tait
MA Department of Transitional Assistance

Angela Rackley
Shriver Job Corps

Kevin Reed
Montachusett Opportunity Council

Theresa Kane, COO
Polus Center for Social and Economic Development, Inc.

Mike O'Connell
Worcester County Sheriff's Department

Attachment A NCMWIB WIOA Partner Services Grid													
	Dept. of Career Services	Dept. of Unemployment Assistance	Dept. of Transitional Assistance	Mass. Commission for the Blind	Mass. Rehabilitation Commission	Clinton Adult Learning Center (ABC)	Mount Wachusett Community College (ABC)	Senior Community Service Employment Program	Shriver Job Corps	Montachusett Opportunity Council	Worcester County Sheriff's Office	Mount Wachusett Community College	The Polus Center
Job Readiness Services													
Career Planning/Counseling	X		X	X	X	X	X	X	X	X		X	X
Skills Assessment	X		X	X	X	X	X	X	X				X
Labor Market Information	X			X	X		X	X	X				X
Contemporary Job Skills Information	X			X	X		X	X	X				X
Medical & Healthcare Office Training								X	X			X	
Quickbooks and Administrative Skills Course								X	X			X	
Out of Area Job Search & Relocation Assistance				X									
Vocational Counseling	X		X	X	X			X	X				X
Resume Development Workshops & Training	X			X	X		X	X	X	X		X	
Job Exploration	X		X	X	X	X	X	X	X				X
Job Placement Services													
Job Search & Placement Assistance	X		X	X	X		X	X	X			X	X
Job Placement Follow-up	X		X	X	X			X	X				X
Job Coaching	X		X	X			X	X		X			X
Vehicle Modifications					X								
Assistive or Rehabilitative Technology				X	X								
On The Job Training	X		X	X	X			X	X			X	
Worksite Modification				X	X								
Onkare Assistance			X							X		X	
Internships			X	X	X			X		X		X	X
Other Services													
Adult Basic Education Classes						X	X		X			X	
ESL Classes						X	X		X			X	
Employer Outreach & Recruitment	X		X	X	X			X				X	X
Citizenship Preparation						X	X						
Unemployment Claim Information	X	X											
Computer Workshops	X			X			X	X	X				
Attitude Testing & Diagnostic Evaluations	X		X	X				X	X			X	
Orientation & Mobility Training				X	X							X	
Vision Rehabilitation Therapy (Rehabilitation Teaching)				X									
College Counseling			X	X	X	X	X			X		X	
Must be accepted into and/or eligible for the Partner program													