



Metro North Regional Employment Board

Workforce Innovation and Opportunity Act Metro North Regional Employment Board and WIOA Partners Umbrella Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Metro North Regional Employment Board with agreement of City Manager Louis A. DePasquale, City of Cambridge and the One-Stop Career Center Required Partners, relating to the operation of the one-stop delivery of service in the local workforce area.

The Metro North Regional Employment Board (hereinafter referred to as the REB) will act as the convener of MOU negotiations and together with the One-Stop Career Center (OSCC) Required Partners will shape how local One-Stop Career Center Services are delivered.

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

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

II. MISSION

To coordinate the education, workforce and business services of the OSCC Required Partners and non-required Partners through the OSCCs to support job driven career pathways for individuals that lead to a more informed, educated and skilled workforce that meets the 21st century needs of businesses.

III. OSCC REQUIRED PARTNERS

In accordance with the Workforce Innovation and Opportunity Act (WIOA) Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Metro North Workforce Area, the Metro North Regional Employment Board, and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the One-Stop Career Centers and include:

- 1. The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program** (Title I), as part of DCS/EOLWD;

3. **The Youth Program** (Title I), as part of DCS/EOLWD;
4. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;
5. **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);
6. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
7. **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;
8. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
9. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
10. **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;
11. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
12. **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) and represented by 8 community partners listed:
 - Cambridge Community Learning Center
 - English at Large
 - Intergenerational Literacy Program/Chelsea Public Schools □ The Immigrant Learning Center, Inc.
 - Somerville Center for Adult Learning Experiences (SCALE)
 - YMCA International Learning Center
 - Bunker Hill Community College – Adult Education & Transitions Program
 - Middlesex Community College

III. DURATION OF THE MOU

This agreement shall commence on July 1, 2018 and shall terminate on June 30, 2021 unless otherwise terminated by agreement of all parties or superseded. MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, including effectiveness, physical and programmatic accessibility if substantial changes occur.

V. ASSURANCES

The Metro North Regional Employment Board and the *OSCC Required Partners* agree to conduct the following activities at a local level:

1. Enter into a local MOU with the Local Workforce Development Board relating to operation of the one-stop delivery system.
2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.

3. Define “shared” customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
4. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to “shared” customers.
5. Utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
6. Track and evaluate the outcomes for individuals who face barriers to employment.
7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by 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. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

VI. MEMORANDUM OF UNDERSTANDING CONTENT

The Workforce Innovation and Opportunity Act (WIOA) Sec. 121 (c) and WIOA Regulations 20CFR Parts 678.500510 require that a Memorandum of Understanding be executed between Local Workforce Development Boards (Metro North Regional Employment Board) and the One-Stop Career Center (OSCC) Required Partners, with the agreement of the chief elected official.

1. MOU Development Process

The REB will convene representatives of the OSCC Required Partners and non-required Partners and other stakeholders in the local workforce area to refine and implement shared service strategies for youth, job seekers and businesses and identify related shared customer flow. Local strategies will include but not be limited to operational and service workflows, related referral processes, coordinated staff development and training, marketing and community integration, colocations of staff (physical or virtual) and the nature and provision of related infrastructure and shared costs.

2. Infrastructure and Shared Program Costs

The MA Department of Career Services is negotiating agreements on the specific infrastructure and shared program costs at the state level, including the method by which revenue and costs will be supported by each partner. Infrastructure, shared services, and operating costs will be fully transparent and made available to Partners throughout the year. The Partners will annually evaluate both shared and infrastructure costs to make recommendations for adjustments in infrastructure cost allocation methodology, and evaluate whether the

shared cost activities are working to support the customer service strategies and identify any changes that might improve services.

3. Shared Customers

The Partners have agreed that youth, job seekers, and businesses who receive services from more than one OSCC Required Partner are considered “shared” customers. Shared customers benefit from services and resources delivered across multiple OSCC Partners and other stakeholders that are aligned to meet an individual’s needs.

“Shared customers” have been further defined by the Partners as meeting the following criteria:

- Formally enrolled in services by more than once core program (at the same time or sequential)
- Want to take the first step toward employment and/or education, are able and willing to work, and want to work
- Are able to complete digital/paper assessments with modifications as needed
- Have a desire for services and are committed to training and /or retooling skills as necessary
- Are prepared to look for work including access to transportation and childcare
- Are willing to sign a release of information form which will allow agencies to share applicable information

4. Priority Populations

The partners determined will serve, at a minimum the following populations: ☐ Unemployment insurance claimants;

- Low-income adults (TANF, homeless across WIOA program);
- Adult Education participants (Title II);
- Individuals with disabilities (Vocational Rehabilitation Title IV);
- Veterans;
- Older workers;
- Re-entry populations;
- Youth, including youth with barriers to employment
- Migrant Seasonal Farmworkers

a) Unemployment Insurance (UI) Recipients

The Unemployment Insurance (UI) program provides temporary income assistance to Massachusetts workers who are unemployed through no fault of their own and who are able to work, available for work and looking for a job. Career Centers play a vital role ensuring UI claimants are successfully preparing for and securing reemployment.

Access to re-employment services will be made available through the one-stop career center and will include:

- UI eligibility services;
- UI Claimant registration for employment services;
- Assistance in finding employment; ☐ Placement services;

Department of Unemployment Assistance (DUA) staff will contribute to an integrated service delivery strategy at the OSCC in the following ways:

- DUA will ensure that OSCC staffs are trained in UI to allow staff to assist claimants in navigating the process.

- DUA staff will be co-located at the OSCCs (attachment A)
- Ensure OSCC visitors have access to “meaningful assistance” from UI staff in order to resolve issues and questions related to their claim;

Any other provision in this agreement notwithstanding: DUA only will provide information under this agreement to another party to this agreement:

- a. upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603;
- b. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data; and
- c. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement.

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

b) Low-income Adult including TANF and SNAP Recipients

Each Department of Transitional Assistance (DTA), Chelsea and Malden offices, will designate a lead staff person to work on behalf of the customer. DTA will refer customers to the career centers.

The Local Transitional Assistance Office (TAO) will:

- Co-locate staff at the OSCC to provide support, information and resources to OSCC staff and DTA clients
- Train OSCC with a broad overview of eligibility requirements of the TAFDC and SNAP programs
- Establish formal referral mechanisms between DTA and the OSCC
- Collaborate to ensure that TAFDC and SNAP clients receive the appropriate job readiness, job matching, and employment supports

The OSCC will:

- Dedicate staff liaison(s) for DTA and DTA clients; trained and knowledgeable about DTA programs/requirements
- Make available information on DTA programs, services, and resources
- Ensure OSCC staff is trained to respond to /or make referrals for current or potentially eligible DTA clients about programs, services, and resources available through DTA
- Attend DTA orientations and recruit DTA clients
- Designate space for DTA Full Engagement Worker (FEW) to co-locate at agreed upon scheduled times
- Review, verify, and sign DTA client participation forms for OSCC registered DTA clients

c) Adult Education Participants

Metro North has eight Adult Basic Education (ABE) agencies providing a range of ABE and ELL programs. Adult and Community Learning Services (ACLS) ensures meaningful access to ABE services by having staff out stationed at the one-stop career centers. This is pending DESE’s open and competitive guidelines.

The out stationed staff will:

- Schedule and maintain posted hours at their assigned OSCC (attachment A)
- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Connect eligible ABE students looking for employment or trainings to OSCCs

- Train OSCC staff on ABE program intake, assessment, and referral procedures
- Disseminate information about OSCC services to regional ABE programs

The OSCC will:

- Dedicate staff to become knowledgeable about the region's ABE programs
- Designate space for ABE staff for co-location at agreed upon scheduled times
- Ensure OSCC staff is trained to respond to/or make referrals for potentially eligible customers
- Refer eligible customers to out stationed staff

Bunker Hill Community College can be available to help all target populations with the following:

- Provide information to customers about higher education including programs leading to a certificate and/or Associate degree.
- Provide information to customers about our non-credit offering in our accelerate career programs through Workforce Development.
- Ensure that Training Pro is updated with BHCC credit and non-credit programs that lead to a certificate, degree and/or career program.
- Complete Training Opportunities Programs (TOP a.k.a. Section 30) forms, Individual Training Accounts (ITA), and Transitional Assistance Accounts (TAA) for students attending BHCC's programs.

d) Individuals with Disabilities

Access to information on Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB) programs, services, and resources will be made available at the OSCCs.

MRC will:

- Work collaboratively to identify consumers with disabilities who are appropriate for job driven training and employment opportunities offered by workforce development/career centers
- Work with OSCC to ensure access to career center space for information sessions, meetings with potential or shared consumers and "job driven" training initiatives as appropriate
- Schedule and maintain posted hours at the OSCC (attachment A)
- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Disseminate information about OSCC services to MRC clients
- Provide annual input and feedback as part of the process of the required assessment of physical and programmatic access of One-Stop Career Centers for people with disabilities.
- Maintain regular communication and interaction via face to face meetings at the career centers and MRC, and via email and/or telephone to ensure collaboration in the development of strategies to support career pathways for individuals with disabilities, including students and youth with disabilities, to enter and retain employment and to support appropriate cross agency referrals.

MCB will:

- Assist with training OSCC staff to use assistive technology with visually impaired or legally blind consumers who seek career center services
- Provide sensitivity training to OSCC staff
- Assist with accommodations related to workshops for legally blind and visually impaired consumers.
- Provide training to OSCC staff so that staff have basic knowledge of programs, services and resources available through MCB.
- Develop, monitor, and maintain two-way referral systems with OSCC staff

- Connect eligible MCB customers looking for employment or trainings to OSCCs
- Provide annual input and feedback as part of the process of the required assessment of physical and programmatic access of One-Stop Career Centers for people with disabilities.

The OSCC will:

- Dedicate staff liaison(s) for MRC and MCB clients; trained and knowledgeable about respective programs/requirements
- Make available information on MRC and MCB programs, services, and resources
- OSCC staff will be appropriately trained to provide information to legally blind and visually impaired customers about programs, services, and activities available through MCB
- Designate space for MRC to co-locate at agreed upon scheduled times
- Cross-training: OSCC liaison(s) attend “Overview of MRC” services orientation at MRC office

e) Veterans Services

Veterans’ Representatives from the Disabled Veterans’ Outreach Program (DVOP) of the Department of Career Services are co-located at the one-stop career centers to provide timely career services. Veterans receive priority of service status and will be provided immediate access to career center services. The Partners will refer Veterans to the one-stop career centers for services(attachment F).

f) Older Workers

Senior Community Service Employment Program (SCSEP), through Operation ABLE, will be co-located at the career center to maximize opportunities for older workers to obtain employment.

SCSEP will:

- Schedule and maintain posted hours at the OSCC (attachment A)
- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Maintain accurate records of customer intakes, assessments, IEPs, community service assignments, referrals, and other services provided
- Refer SCSEP individuals looking for employment or training to the OSCCs

The OSCC will:

- Designate space for staff for co-location at agreed upon scheduled times
- Make available information on SCSEP programs, services, and resources
- Dedicate staff liaison(s) for SCSEP clients; trained and knowledgeable about programs/requirements
- Ensure OSCC staff is trained to respond to/or make referrals for potentially eligible customers

g) Youth

Through WIOA Youth funding, the Metro North REB funds in-school and out-of-school youth programs throughout the Metro North region. The youth programs support youth, between the ages of 14-24, through an integrated service delivery system. The programs consist of the following elements:

- Career exploration and guidance;
- Tutoring, skills training, and dropout prevention
- Paid and unpaid work experience
- Occupational skills training
- Leadership development
- Supportive services

- Mentoring
- Financial literacy
- Entrepreneurial skills training
- Postsecondary preparation and transition activities
- High school equivalency preparation

The Partners will be provided with overviews of the WIOA youth funded programs and commit to referring potentially eligible youth to the programs.

Attachment A lists the OSCC Partner hours of operation, contact information, and time co-located at the one-stop career centers.

5. Continuum of Services – Job Seekers and Employers

Job Seekers

The partners agree on a continuum of services available for each priority population in the local workforce area based on a career pathway model. Please see Attachment B for a full list of the supports and services provided by the Partners. The menu of services available at the Metro North career centers is as follows:

Job Seeker Services

Basic Career Services	Individualized Career Services	Training Services
Outreach, intake, and orientation to the information, services, program tools, and resources available through the local workforce system	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	On-the-Job Training (OJT) and Apprenticeship
Initial assessment of skill level(s), aptitudes, abilities and supportive service needs	Referral to training services	Incumbent Worker Training
In and out of area job search and placement assistance	Comprehensive and specialized assessments of skill levels and service needs	Programs that combine workplace training with related instruction which may include cooperative education
Access to employment opportunity and labor market information	Individual and group counseling, career planning	Skills upgrading and retraining
Information and meaningful assistance on UI claim filing	Case management for customers seeking training services; individual in and out of area job search assistance	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, financial literacy skills) to prepare individuals for unsubsidized employment or training	
Information and assistance in applying for financial aid for training and education programs not provided under WIOA		

Employer Services

Provide and follow established protocol with businesses, responding to all requests in a timely manner	Assist with disability and communications, including job coaches	Conduct outreach regarding local workforce system's services and products
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Develop customize training opportunities to meet specific employer and/or industry cluster needs
Conduct job fairs	Use of one-stop facilities for recruiting and interviewing job applicants	Post job vacancies in JobQuest
Provide information disability awareness issues	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

The Partners will refine and implement the Statewide Model for Business Services across Agency Partners (attachment C) that provides a strategic direction to employer service delivery. The Partners will utilize MassBizWorks as a starting place to develop a regional consultation process to coordinate partners, access statewide training for regional business services staff and share information.

Each partner agrees to designate one staff member to be a dedicated member of the *Employer Services Committee*. The Career Centers will facilitate the Employer Services Committee that will meet at a minimum quarterly to discuss employer outreach and coordination of activities with the employer community. The committee will discuss and share labor market information, identify and share current and future employer needs, and commit to work on strategies to meet large scale business needs in the target areas. The partners will work with employers in the following seven priority industry sectors identified by the REB based on labor market demand, as well as others:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management

6. Staff Development and Training

The Partners commit to continuous cross-training across the organizations throughout the length of the MOU. The Career Centers will ensure in partnership with the MOU Partners to commit to the following staff development components:

- *Trainings* – The Partners will conduct cross-training to staff on key aspects of work offered by partner agencies so that aligned and integrated services are provided to produce positive outcomes for customers.
- *Staff Presentations* – The Partners will conduct presentations on their programs, services available, and activities available through the partner program at the meetings of other partners.
- *Cross-Agency Job Shadowing* - The Partners agree to coordinate cross-agency job-shadow opportunities. The job shadow opportunities will provide each agency to become more familiar with the day-to-day operations of each agency.

7. MOU Oversight Committee

- *Quarterly Meetings* – meetings will be held at least four times a year. The REB will convene the meetings. The Partners agree to send at least one staff person in a management and/or programmatic role to each meeting. The meetings will give the Partners an opportunity to discuss and evaluate the MOU implementation process.

8. Utilizing Technology

The Partners have begun discussions around how to best utilize technology and a shared intake form, based on an on-going review of current intake forms and systems being utilized by each Partner. At this time, “Massachusetts Job Quest” will serve as the entrance point for all shared customers. Share customers will have access to all the resources available at the Partners. In the first year of this agreement, the Partners will take steps to develop an integrated, shared intake form.

An online directory will be established on the REB’s website. The website will consolidate the Partner’s contact information, key services, and upcoming events. Each agency commits to providing consistent programmatic updates to ensure the directory remains current. The REB will store presentations and information from meeting meetings electronically so information from partners is accessible.

The one-stop career centers will have a mobile friendly website designed to engage employers and jobseekers. Technological services available include virtual trainings through webinars and video conferencing along with an active YouTube channel. The centers have an active presence on multiple social media platforms including LinkedIn, Twitter, and Facebook. Employers have the ability to enter job orders through an online portal. In addition, the following adaptive technology allows the one-stop career centers’ to serve individuals with disabilities: ZoomText Magnifier, JAWS screen reader, Dragon Naturally Speaking, Video Relay Service

Attachment D outlines the full list of adaptive technology available at the Metro North OSCCs.

VII. **COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS**

The WIOA Required Partners agree to participate in the selection process of One-Stop Operators as required by WIOA, at least once every 4 years. The REB will provide various levels of participation by Partners, ranging from Advisory to Voting Members. Decisions will be discussed and openly communicated to Partners prior to review beginning.

VIII. PERFORMANCE MEASURES

The Metro North Regional Employment in agreement with the OSCC Required Partners agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between a Local Board and the mandated One- Stop Career Center partner, including incentives and penalties. The WIOA performance measures are as follows:

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

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

Employers	Measures
Effectiveness in Serving Employers	Increase in new employers
Effectiveness in Serving Employers	Retention rate of repeat employers

IX. AMENDMENTS TO THE MOU

1. The MOU may be modified by mutual agreement of the WIOA Required Partners and the Local Workforce Board (example: funding changes). Any such modification will be preceded by a 30-day written notice to all partners of the intent to modify this agreement, the purpose of such modification, and the Workforce Board meeting at which the modification will be discussed.
2. Any individual party to the umbrella MOU may request a modification to the agreement by making such request in writing to the Board Chair. If such a request affects any other party to the agreement, the Board will provide notification to the other parties.
3. The MOU may be modified at any time to include additional One-Stop Career Center partners (mandatory or non-required) who will sign the agreement and appropriate attachments at the time they are being added. All parties to the umbrella MOU will be notified in writing of the intention to add parties to the agreement.

4. If a Required WIOA Partner appeal to the State regarding infrastructure costs results in a change to the OneStop partners infrastructure cost contributions, the MOU must be updated to reflect the final One-Stop partner infrastructure contributions [WIOA §678.500(e)].

X. SIGNATORIES

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an a- 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.

Funding for Shared and Infrastructure Costs of the OSCC:

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. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the 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) with the Department of Career Services (DCS), 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.

Data Sharing for Integrated Service Delivery for Shared Customers:

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.



Sandra Smith, Director of Strategy & Programs
Microsoft New England Research & Development (NERD)
Metro North Regional Employment Board

6/28/2018

Date



Louis A. DePasquale, City Manager
City of Cambridge
Chief Elected Official

7/3/11

Date



Sondra Schwartz, President and CEO
Metro North Regional Employment Board
Workforce Development Board Executive Director

6/28/18

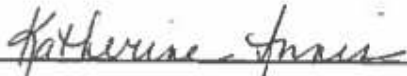
Date



Adrienne Parkmond, COO
The WorkPlace
Representative for Local Career Center Lead Operator

6-29-18

Date



Kathy Innis, Director – The Adult Learning Center/Links
Middlesex Community College

7-16-18

Date



Dennis Pellegrino, Veterans Employment Representative
Career Source
DCS Representative

6/29/18

Date



Steven Fernandez, Veterans Employment Representative
The Career Place
DCS Representative

6/29/18

Date

a.w.

6/29/18

Alan White, Regional Director
Massachusetts Commission for the Blind
MCB Representative

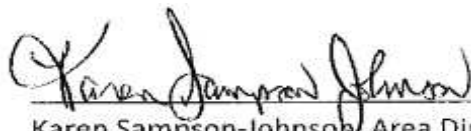
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Ellen Walker, Regional Director
Department of Unemployment Assistance
MCB Representative

6/29/2017

Date



Karen Sampson-Johnson, Area Director - Somerville
Massachusetts Rehabilitation Commission
MRC Representative

7/6/18


Date



Joan Cirillo, President & CEO
Operation A.B.L.E. Inc.
Senior Community Service Employment Program

07/26/18

Date



Michael Capone, Chelsea Director
MA Department of Transitional Assistance

6/23/17

Date



Martine César, Malden Assistant Director
MA Department of Transitional Assistance

6/29/18

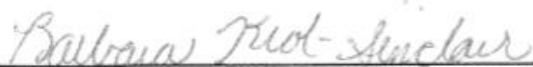
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Maria Kefallinou, Director
Cambridge Learning Center
DESE Adult and Community Learning Services

6/28/2018

Date



Barbara Krol-Sinclair, Director
Intergenerational Literacy Program/Chelsea Public Schools
DESE Adult and Community Learning Services

6/27/18

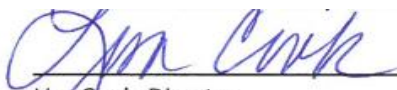
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Karen Oakley, Director
The Immigrant Learning Center, Inc.
DESE Adult and Community Learning Services

6/29/18

Date



Lisa Cook, Director
Somerville Center for Adult Learning Experiences (SCALE)
DESE Adult and Community Learning Services

7/16/2018

Date



Elaine Dougherty, Site Director
YMCA International Learning Center
YMCA of Greater Boston
DESE Adult and Community Learning Services

6/28/2018

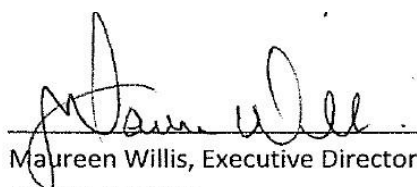
Date



Dr. James Canniff
Provost and Vice President of Academic and Student Affairs
Bunker Hill Community College
DESE Adult and Community Learning Services

June 28, 2018

Date



Maureen Willis, Executive Director
English At Large
DESE Adult and Community Learning Services

6/28/2018

Date