

MEMORANDUM OF AGREEMENT

COMMUNITY WORKS

I. Purpose of This Memorandum

This Memorandum of Agreement (MOA) outlines the agreement among the partners listed below. Partners are committed to implementing a program design in the construction industry that includes the following features:

- Involvement of business partners in designing assessment/screening protocols and in developing training program curricula to ensure that they are aligned with entry requirements for jobs;
- Work together to develop a middle skills gap workforce development priorities work plan and resource plan;
- Career coaching and case management to ensure participants find and remain in jobs after completing the training program;
- Strategies that address enrollment, occupational and academic skills instructions, job development, job placement, advancement and retention outcomes for the specific identified target population and target occupation(s); and
- Hiring and wage increase commitments

II. Term

This MOA shall be in effect from May 1, 2013 and shall end on April 30, 2016. This MOA may be terminated prior to the effective end date upon the full written approval of all the partners.

III. Partners

List the names of each partner participating in your Industry Cluster Partnership.

IV. Common Roles & Expectations of Partners

All Parties agree to:

1. Have a representative attend and participate in Advisory Board meetings.
2. Communicate consistently through e-mail and phone calls, reading all relevant e-mails, listening to voice mail messages and responding in a timely manner.
3. Work together to solve problems, make decisions, create opportunities for program participants, and support participants' success.
4. Hold participants to program standards
5. Deliver consistent messages, and provide a structured, safe learning environment.

V. Individual Partner Roles & Expectations

Lead Partners:

Lead Applicant: UMass Labor/Management Workplace Education

- Coordinate program logistics with other core partners

- Handle all fiscal and data requirements for the grant.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Retain Project Director to oversee day-to-day operations including:
 - Help recruit individuals who are a good fit for the program
 - Support participants in addressing challenges outside of the program that might interfere with their success in the program.
 - Recruit teachers, space and equipment for teaching career readiness and occupational skills and ensure completion of training.
 - Evaluate participants and provide honest feedback to and all partners about participants' progress.
 - Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
 - Provide job development services and career coaching to Community Works participants.
 - Compile participant level data
- Provide work experience.
- Provide a wage increase to (number of graduates to receive wage increase) at an average hourly increase of (average amount of hourly increase in dollars). This wage increase will occur (specific point in time or benchmark-such as the attainment of a credential-when the wage increase will be awarded).

CareerPoint/Career Center:

- Coordinate program logistics with other core partners
- Help recruit individuals who are a good fit for the program
- Support participants in addressing challenges outside of the program that might interfere with their success in the program.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

Community Education Project

- Coordinate program logistics with other core partners
- Help recruit individuals who are a good fit for the program
- Support participants in addressing adult basic literacy challenges that might interfere with their success in the program.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

Massachusetts AFL-CIO

- Coordinate program logistics with other core partners
- Help recruit individuals who are a good fit for the program
- Support participants in addressing challenges outside of the program that might interfere with their success in the program.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

The Construction Institute

- Coordinate program logistics with other core partners

- Help recruit individuals who are a good fit for the program
- Support participants in addressing challenges outside of the program that might interfere with their success in the program.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

Western Massachusetts Coalition for Safety and Health

- Coordinate program logistics with other core partners
- Help recruit individuals who are a good fit for the program
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Provide occupational safety & health training

Regional/Local WIA Fiscal Agent Partner/Workforce Investment Board Partner:

- Help recruit individuals who are a good fit for the program
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

Employer Partners:

- Help recruit individuals who are a good fit for the program
- Identify hiring managers to participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Hire/place graduates as specified on the signature page at an average starting hourly wage of \$16.00.
- Evaluating the impact the training program has on their business

Registered Apprenticeship Program Partners:

- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Host site visits at training centers and provide speakers and instructors for training as schedules allow.
- Consider qualified Community Works graduates for admission into apprenticeship program as specified on signature page.
- Release information periodically to Community Works regarding the performance of apprentices referred by Community Works in their respective programs, as outlined in specific waiver agreements.
- Explore development of articulation options with local community colleges

Community College Partner:

- Help recruit individuals who are a good fit for the program
- Provide training space
- Explore development of certificate/credit articulation options with Community Works and Registered Apprenticeship Program partners

Vocational Technical High School Partners:

- Help recruit high school graduates who are a good fit for the program

- Explore development of new and enhancement of existing articulation agreements with Registered Apprenticeship Program partners

Municipal Partners:

- Help recruit individuals who are a good fit for the program
- Promote program as hiring resource for developers/contractors on city-funded projects

Labor Partners:

- Help recruit individuals who are a good fit for the program
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Support placement of Community Works graduates

Developer Partners:

- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Support placement of Community Works graduates

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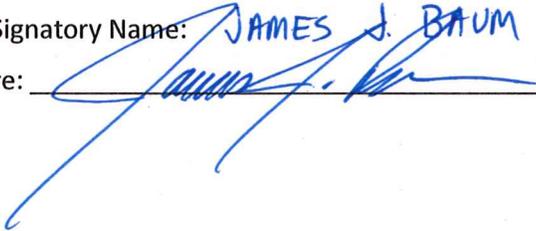
Community Works Building Trades Pre-Apprenticeship Program

Signature Page

Developer Partners:

Partner Organization Name: Penn National Gaming, Inc.

Printed Signatory Name: JAMES J. BAUM

Signature:  Date: 12.18.12