

**Memorandum of Understanding
Between
State-Level One-Stop Delivery System Partner Programs
Designated By The
Workforce Innovation and Opportunity Act,
And The
Workforce Training & Education Coordinating Board**

Section I. Purpose

The purpose of this Memorandum of Understanding (MOU) between State-Level One-Stop Delivery System Partner Programs, as designated by the Workforce Innovation and Opportunity Act (WIOA), and the Workforce Training and Education Coordinating Board is to provide a foundation for state program representatives to participate in the collaborative development of local MOUs with Workforce Development Councils (WDCs)² that relate to the operation and funding of the One-Stop Delivery System in each local Workforce Development Area.

This MOU also identifies the roles and resources that State-Level One-Stop Delivery System Partner Programs will contribute to integrate service delivery and support operations of the one-stop system in all areas of the state. It also is intended to reflect state programs' commitments and activities to work in collaboration to achieve the following:

1. Accomplish Governor Jay Inslee's overarching goals for the state's workforce development system:
 - a. Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations (which includes communities facing barriers to employment).
 - b. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including through use of registered apprenticeships.
 - c. Work together as a single, seamless team to make this happen.

AND

2. Implement the following priorities of the state's workforce strategic plan, *Talent and Prosperity for All (TAP)*:
 - a. Customers receive integrated services that lead to employment and careers.
 - b. Increase business engagement with a clearly defined workforce value stream.
 - c. Universal accessibility to the system using technology and other barrier removal techniques.

Section II. Parties to this MOU

² Representatives of the following WDCs contributed significantly to the composition of this MOU: Northwest WDC, Pacific Mountain WDC, Pierce County WDC, Seattle-King County WDC, Southwest Washington WDC, and Spokane WDC.

The parties to this MOU include those state agencies that operate programs designated by the Workforce Innovation and Opportunity Act as required One-Stop Delivery System Partners³ and the Workforce Training and Education Coordinating Board (WTECB).

The following state agencies and their specified programs are parties to this MOU:

Employment Security Department (ESD)

- Adults, Dislocated Workers & Youth Programs
- Wagner-Peyser Employment Services
- Jobs for Veterans Program

- Unemployment Compensation
- Trade Adjustment Assistance (TAA) Program

State Board for Community & Technical Colleges (SBCTC)

- Basic Education for Adults (BEaA)
- Workforce Education (WE) Programs

Department of Social & Health Services (DSHS)

- Division of Vocational Rehabilitation (DVR)
- Temporary Assistance for Needy Families (TANF) Program
- Senior Community Service Employment Program (SCSEP)

Department of Services for the Blind (DSB)

- Vocational Rehabilitation

Department of Commerce (COM)

- Community Services Block Grant (CSBG) Employment & Training
- Community Development Block Grant Employment & Training (HUD)

Section III. Applicable WIOA Regulations

This MOU is written to be consistent with CFR 20 Part 678, *Description of the One-Stop System Under Title I of the Workforce Innovation and Opportunity Act*:

- Subpart A – General Description of the One-Stop Delivery System;
- Subpart B – One-Stop Partners and the Responsibilities of Partners;
- Subpart C – Memorandum of Understanding for the One-Stop Delivery System; and
- Subpart E – One-Stop Operating Costs.

Section IV. Key Terminology

The following key terminology used in this MOU or referenced by citation is defined in Attachment A.

Access	Integrated Service Delivery, cont.
Accessibility	Eligibility
Allocation Method	Application
Authorized to Negotiate	Assessment
Business Services	Non-cash Contribution
Career Pathway	One-stop Operator
Career Services	Operational Costs

³ The parties to this MOU also play required roles within the broader statewide workforce development system; however, this MOU is limited to their specific roles and responsibilities within the one-stop delivery system.

Cash Contribution
Cultural Competence
Federal Cost-Sharing Principles
Focus Populations/Disadvantaged Populations
Front-line Staff
Infrastructure Funding Agreement
Infrastructure Cost
In-kind contribution
Integrated Service Delivery
Intake
Common Intake

Periodic Review and Reconciliation
Professional Development
Proportional Benefit
Proportional Use
Registered Apprenticeship
Relative Benefit
Required and Partner Programs
Shared Operating Costs and Shared Services Costs
Subleasing
Third-Party In-kind Contributions

Section V. Integrated Service Delivery within the One-Stop Delivery System

The parties fully commit to providing integrated service delivery to job seeker and business customers throughout the One-Stop Delivery System. It is understood that service delivery integration is underway and may not be fully achieved within the timeframe of this MOU. However, for the duration of this MOU, it is agreed that the parties will designate representatives who actively and collaboratively participate in the following committees that have been chartered by the WTECB to ultimately achieve an integration of service delivery to job seekers and businesses, consistent with *TAP* priorities and strategies:

- Integrated Service Delivery
- Common Intake
- Barrier and Accessibility Solutions
- Business Engagement
- Professional Development
- Performance Accountability & Data Sharing

It is further agreed that State-Level One-Stop Delivery System Partner Programs will each provide access to their services in every Comprehensive WorkSource Center (CWC) throughout the state in order to integrate service delivery to job seekers and businesses (a statewide list of CWCs is provided in Attachment B). “Access” to each partner program and its services means:

- Having a program staff member physically present at the Comprehensive WorkSource Center; and/or
- Having a staff member from a different partner program physically present at the comprehensive WorkSource Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; and/or
- Making available a direct linkage through technology to program staff who can provide meaningful information or services.
 - A “direct linkage” means providing direct connection at the Comprehensive WorkSource Center, within a reasonable time, by telephone or through a real-time web-based communication to a program staff member who can provide program information or services to the customer.
 - A “direct linkage” cannot exclusively be providing a phone number or computer website or providing information, pamphlets, or materials.

State-level partners commit to working with one another, the WTECB, and local WDCs to establish streamlined, customer-centered methods for mutually referring and jointly serving customers so that

individuals receive services that they may qualify for, and to minimize the effort a customer must make in gaining access to those services. In addition, the partners commit to serving businesses in an integrated, streamlined manner as collaborative participants of Business Services Teams led by WDCs.

The programmatic role that each state-level partner plays within the One-Stop Delivery System is described in Attachment C. This description identifies the required or applicable career and business services provided by each program, including their co-location and/or direct linkages within Comprehensive WorkSource Centers, per CFR 678.305.

Section VI. Equal Opportunity, Accessibility & Priority of Service

The parties are mutually committed to assuring that the One-Stop Delivery System provides a welcoming, inclusive environment with resources that successfully serve businesses and all job seekers, particularly those who experience barriers to employment. By making this commitment, the parties will assure that all job seekers throughout the system will experience a service delivery environment in which they are exceptionally well-served and supported in meeting their employment needs, no matter how significant an individual's challenges may be.

The parties agree to:

1. Fully comply with and promote activities and resources that implement Section 188 WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38). Section 188 prohibits discrimination against individuals in any program or activity that receives financial assistance under Title I of WIOA as well as by the one-stop partners listed in WIOA Section 121(b) that offer programs or activities through the one-stop/American Job Center system. Section 188 prohibits discrimination because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or, for beneficiaries, applicants, and participants only, citizenship status or because of an individual's participation in a program or activity that receives financial assistance under Title I of WIOA.
2. Designate representatives who actively and collaboratively participate in the WTECB Barriers and Accessibility Solutions Committee, in order to systemically develop, resource, and implement achievable solutions to barriers throughout the state workforce development system that are experienced by the 14 communities with barriers to employment identified in WIOA. In addition, State-Level One-Stop Delivery System Partner Programs agree to designate representatives who participate on local WDC Barriers and Accessibility Solutions Committees (or similarly chartered entities), as appropriate.
3. Assure that a priority of service within the One-Stop Delivery System is given to the focus populations, including veterans and their eligible spouses as required by WIOA Section 134(c)(3)(E) and its implementing regulations.
4. Assure that personnel at all levels of the One-Stop Delivery System possess and demonstrate the cultural competency, knowledge, skills and abilities to effectively and responsively serve a widely diverse population, particularly all of WIOA's focus populations.

Section VII. Professional Development

In order for the One-Stop Delivery System to effectively serve its diverse array of job seeker and business customers, ensuring they receive well aligned and high quality services across multiple programs, it is vital that personnel throughout the system are knowledgeable of the full range of these services and adept at assisting customers in obtaining timely services, from a broad array of resources, that are responsive to their needs.

The parties are mutually committed to professional development, sharing pertinent resources, and cross-staff training at all levels of the One-Stop Delivery System and agree to work cohesively to achieve the following TAP strategy:

Professional Development

Integrated services require a system-wide emphasis on professional development and cross-training for both leadership and front-line staff. Professional development that cuts across all programs and strategies is a foundational element of system accessibility. Training includes: outreach; the intake and triage process; customer choice; coaching and navigation; asset-based programming; and broad and basic knowledge of workforce education and training programs. Key skills for frontline staff include cultural competency, technical fluency, recognizing and removing barriers to employment, and command of motivational interviewing techniques. These core skills will significantly improve outcomes by connecting customers to the workforce system. Training and cross-training will ensure staff is able to serve a diverse population who experience a wide range of barriers to employment and require an array of integrated services to be successful along their career pathways.

Further, the parties agree to designate representatives who actively and collaboratively participate in the Professional Development Committee that has been chartered by the WTECB to develop and implement a system-wide method of cross-training personnel at all levels.

In addition, State-Level One-Stop Delivery System Partner Programs agree to assure their respective personnel assigned to work at WorkSource sites will actively participate in staff training or professional development activities applicable to their roles and functions.

Existing Content -- Section VIII. Cost Sharing

The parties mutually understand the obligations and responsibilities for each State-Level One-Stop Delivery System Partner Program to share in the costs of operating WorkSource Centers and Affiliate Sites at the local level, as required by 34 CFR Part 678, Subparts C and E. These costs are categorized as Infrastructure Costs and Additional Costs, as described in 20 CFR 678.700, 20 CFR 678.760, and Training and Employment Guidance Letter (TEGL) 17-16, *Infrastructure Funding of the One-Stop System*.

Further, the parties mutually understand that the amount and type of funds or non-cash contributions that each State-Level One-Stop Delivery System Partner Program contributes to the operating costs of specific WorkSource sites shall be determined at the local level through MOUs and Infrastructure Funding Agreements (IFAs) with WDCs. The amount of contribution shall be relative to the program's benefit and proportion of usage by the program's clients, based upon the *Federal Cost Principles Contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, 2 CFR Part 200.

Note: For the purpose of developing IFAs that will be in effect through June 30, 2019, the parties presume that each State-Level One-Stop Delivery System Partner Program receives relative benefit from its role within and use of the system. Therefore, consistent with TEGL 17-16, an exact or absolute measurement of benefit will not be conducted. However, during the period of this MOU the parties will collaborate to reach consensus on defining a reasonable method of determining relative benefit that will be provided for the development of IFAs that take effect July 1, 2020.

The parties agree that local representatives of each state-level program will be directly involved in the development of MOUs and IFAs with WDCs, and will use the following elements for determining their program's contributions to Infrastructure Costs and Additional Costs on a site-by-site basis:

1. Operating Budget

The total operating budget for the WorkSource site will be the basis for determining the amount that a state-level program contributes to Infrastructure Costs and Shared Services Costs. The budget will specify a 12-month timeframe aligned to the program year and be itemized by:

- a. Cost Category;
- b. Cost Pool;
- c. Cost item; and
- d. Cost Dollar Amount.

2. Infrastructure Costs

Infrastructure Costs are those defined in 20 CFR 678.700 and TEGL 17-16. A state-level program's contribution to these costs should include one, or a combination, of the following:

- a. The actual cost of square footage occupied by the program's staff assigned to the site for offices, work stations, meeting rooms, and other space dedicated for only their use.
- b. The actual and/or proportional cost of utilities associated with staff occupancy (e.g., internet connections, phone lines, heat, lights, water and sewer, etc.).
- c. The proportional cost of shared or common space associated with staff occupancy (e.g., resource rooms, shared meeting rooms, computer labs, reception areas, bathrooms, lunch rooms, etc.).
- d. The proportional cost of shared equipment and technology associated with staff occupancy (including assessment-related products and assistive technology for individuals with disabilities).
- e. The proportional cost of facilitating virtual service delivery through direct linkages within a WorkSource Center when program staff are not physically located at the center.
- f. A negotiated cost-per-participant rate based on actual or projected use of facilities/infrastructure.

When a state-level program contracts with a WDC or One-Stop Operator to provide career services exclusively to its customers at a WorkSource site, any portion of the contract that is allocable to the above costs shall be counted towards the program's total contribution of infrastructure costs.

3. Additional Costs

Additional Costs are those described in 20 CFR 678.760 and TEGL 17-16 that are funded by a state-level program to provide its applicable career services at a WorkSource site as well as the program's proportional contribution to shared operating costs and shared services costs that do not constitute infrastructure costs.

a. Career Services and Applicable Career Services (Required)

Career services funded by WIOA Title I and WIOA Title III are available through WorkSource as described in CFR 678.430. Services provided must be consistent with local strategic and operational plans approved by the WTECB. Career services include:

- i. Basic Career Services;
- ii. Individualized Career Services; and
- iii. Follow-up Services.

Each state-level program that provides its applicable career services, as described in CFR 678.425, at a WorkSource site will work with the local WDC to determine the dollar valuation of those services to be included in the site's operating budget as a non-cash contribution.

b. Shared Operating Costs and Shared Services Costs (Optional)

A state-level program's contribution to locally agreed shared operating costs and shared services costs will be based upon its proportion of clients at the WorkSource site who were participants in staff assisted job seeker services during the previous 12-months, including WIOA Title I Adult, Dislocated Workers, and Youth Services, WIOA Title III Wagner-Peyser Services, and the Trade Adjustment Assistance Program.

When a state-level program contracts with a WDC or One-Stop Operator to provide career services exclusively to its customers at a WorkSource site, any portion of the contract that is allocable to shared operating costs and shared services costs shall be counted towards the program's total contribution of those costs.

The parties agree that local IFAs will include quarterly reconciliation of budgeted and actual costs, and that a state-level program's contribution will be adjusted annually accordingly.

Further, the parties agree that when the local representative of a State-Level One-Stop Delivery System Partner Program participates in the development of a MOU and IFA for a WorkSource site maximum effort will be made to successfully utilize the Local Funding Mechanism (20 CFR 678.715 through 678.720) to identify the amount of funds and/or non-cash contributions the program will contribute to infrastructure costs. The parties do not intend to utilize the State Funding Mechanism detailed in 20 CFR 678.730 through 678.750 unless there are extremely rare circumstances when consensus cannot be reached on a Local Funding Mechanism. In those circumstances, a WDC will follow the notification and dispute resolution processes established by the Governor. These procedures are described in Attachment E.

The parties encourage WDCs to utilize the *Sample MOU and Infrastructure Costs Toolkit*, [https://ion.workforcegps.org/resources/2017/03/23/13/30/Sample MOU Infrastructure Costs Toolkit?utm_source=Global+Notification+WFGPS&utm_campaign=7e6ea7f043-EMAIL_CAMPAIGN_2017_03_24&utm_medium=email&utm_term=0_df70b47c9f-7e6ea7f043-421305201](https://ion.workforcegps.org/resources/2017/03/23/13/30/Sample_MOU_Infrastructure_Costs_Toolkit?utm_source=Global+Notification+WFGPS&utm_campaign=7e6ea7f043-EMAIL_CAMPAIGN_2017_03_24&utm_medium=email&utm_term=0_df70b47c9f-7e6ea7f043-421305201), available from the federal Department of Labor as a foundation for developing local MOUs and IFAs.

Section X. Data Sharing

The parties agree that the Employment Security Department will provide access to the Efforts to Outcomes (ETO) system to each State-Level One-Stop Delivery System Partner Program and WDCs no later than July 1, 2017, so that each program can:

1. Match data to accurately count the number and percentage of its clients who were WorkSource participants by location during the previous 12 months and received staff-assisted WIOA Title I Adult, Dislocated Workers, and Youth Services, WIOA Title III Wagner-Peyser Services, and/or services from the Trade Adjustment Assistance Program; and
2. Continue matching its client data with ETO on at least a quarterly basis for the duration of this MOU.

When a state-level program is technologically unable to match its client data with ETO data, such program(s) will propose to ESD other reasonable methods for counting or estimating the number and percent of its clients who are WorkSource participants by location.

Section XI. Effective Date and Duration of MOU

This MOU shall take effect [month] [day], 2017 and will terminate no later than June 30, 2020 , unless terminated earlier by all of the parties to this MOU. The parties shall review this MOU at least annually.

Section XII. Modification

This MOU and attachments, if applicable, constitutes the entire agreement between the parties hereto and will become effective upon its execution by the Parties. This MOU may be modified, altered, revised, by mutual written consent of the parties through a written amendment signed and dated by the parties.

Section XIII. Termination

This MOU will remain in effect until the end date specified in Section X, unless all parties mutually agree to terminate this MOU prior to the end date. Parties must provide written notification to all MOU partners of intent to terminate their involvement in the MOU within ninety (90) days of their intended termination date. In the event of termination, the parties to the MOU will convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU.

Any party to this MOU may terminate their participation in this MOU by giving not less than ninety (90) calendar days' prior written notice of intent to terminate to the other parties. When a WIOA required partner

gives notice of termination, the MOU partners must meet and determine whether a modification to the current MOU or a successor MOU is appropriate.

Section XIV. Signatures

IN WITNESS THEREOF, and in accordance with the WIOA, the undersigned have executed this Memorandum of Understanding on or before the date set forth herein. By signing this document, each individual signing this MOU on behalf of a given party thereby certifies that he/she has the authority to bind said party to the terms of this MOU.

Dale Peinecke, Commissioner, Employment Security Department Date

Jan Yoshiwara, Executive Director, State Board for Community & Technical Colleges Date

Bill Moss, Acting Secretary, Department of Social & Health Services Date

Marybeth Qeral, Assistant Secretary, DSHS Rehabilitation Administration Date

Robert Hines, Director, DSHS Division of Vocational Rehabilitation Date

David Stillman, Assistant Secretary, DSHS Economic Services Administration Date

Babette Roberts, Director, DSHS Community Services Division Date

Bea Rector, Acting Assistant Secretary, DSHS Aging & Long Term Support Administration Date

Kathy Morgan, Acting Director, DSHS Home & Community Services Date

LouOma Durand, Director, Department of Services for the Blind Date

Brian Bonlender, Director, Department of Commerce Date

?Eleni Papadakis, Executive Director, Workforce Training & Education Coordinating Board
?Perry England, Chair, Workforce Training & Education Coordinating Board

Date

Attachment A - Definitions

The following definitions apply to content of this MOU:

Access

A comprehensive one-stop center is a physical location where job seeker and employer customers can access the programs, services, and activities of all required one-stop partners.

“Access” to each partner program and its services means:

- Having a program staff member physically present at the one-stop center;
- Having a staff member from a different partner program physically present at the one-stop center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs, and making appropriate referrals to a partner staff member; or
- Making available a direct linkage through technology to program staff who can provide meaningful information or services.
- A “direct linkage” means providing direct connection at the one-stop center, within a reasonable time, by phone or through a real-time Web-based communication to a program staff member who can provide program information or services to the customer.
- A “direct linkage” cannot exclusively be providing a phone number or computer Web site or providing information, pamphlets, or materials.
- All comprehensive one-stop centers must be physically and programmatically accessible to individuals with disabilities, as described in 29 CFR part 38, the implementing regulations of WIOA sec. 188.

Accessibility

All one-stop centers must comply with applicable physical and programmatic accessibility requirements, as set forth in 29 CFR part 38, the implementing regulations of WIOA sec. 188.

Section 188 prohibits discrimination against individuals in any program or activity that receives financial assistance under Title I of WIOA as well as by the one-stop partners listed in WIOA Section 121(b) that offer programs or activities through the one-stop/American Job Center system. Section 188 prohibits discrimination because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or, for beneficiaries, applicants, and participants only, citizenship status or because of an individual's participation in a program or activity that receives financial assistance under Title I of WIOA.

The 29 CFR part 38 rule safeguards access to the system in particular for people with disabilities, people with limited English proficiency, transgender individuals who may face various forms of sex discrimination, and individuals who are pregnant, have had a child, or have related medical conditions.

See: <https://www.dol.gov/crc/188rule/fact-sheet.htm>

Programmatic accessibility means policies, practices, tools and procedures providing effective and meaningful opportunity for persons with disabilities to participate in or benefit from aid, benefits, services, and training.

All WIOA-financially assisted programs and activities must be programmatically accessible, which includes providing reasonable accommodations for individuals with disabilities, making reasonable modifications to policies, practices, and procedures, administering programs in the most integrated setting appropriate, communicating with persons with disabilities as effectively as with others, and providing appropriate auxiliary aids or services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

Programmatic accessibility also includes access to information in preferred print or electronic formats, and

WIOA partners should ensure activities to develop, maintain, procure, and use electronic information technologies (enterprise-wide and locally) which meet the applicable WCAG 2.0 accessibility standards, and, to the extent possible, ensure that the electronic information technologies are compatible and do not interfere with the most prevalent types of assistive technology devices used by a potential workforce recipient of services.

Physical accessibility means that no qualified individual with a disability may be excluded from participation in, or be denied the benefits of a recipient's service, program, or activity or be subjected to discrimination by any recipient because a recipient's facilities are inaccessible or unusable by individuals with disabilities. Recipients that are subject to Title II of the ADA must also ensure that new facilities or alterations of facilities that began construction after January 26, 1992, comply with the applicable federal accessible design standards, such as the ADA Standards for Accessible Design (1991 or 2010) or the Uniform Federal Accessibility Standards. In addition, recipients that receive federal financial assistance must meet their accessibility obligations under Section 504 of the Rehabilitation Act and the implementing regulations at 29 CFR part 32. Some recipients may be subject to additional accessibility requirements under other statutory authority, including Title III of the ADA, which are not enforced by CRC. As indicated in § 38.3(d)(10), compliance with this part does not affect a recipient's obligation to comply with the applicable ADA Standards for Accessible Design.

The fourteen communities with barriers specified in the WIOA law require the workforce delivery system to take effort to identify specific barriers to access to workforce delivery system services for these groups, and to resolve these barriers to access. They include the following (note, an individual may identify and face barriers from one or many of the below groups):

- Displaced Homemakers
- Youth in, or formerly in, Foster Care
- Low-Income Individuals
- English Language Learners
- Native Americans, Alaska Natives, and Hawaiians
- Migrant/Seasonal Farmworkers
- Individuals with Disabilities
- Individuals within Two Years of Exhausted TANF Eligibility
- Older Individuals
- Single Parents/Pregnant Women
- Ex-Offenders
- Long-Term Unemployed
- Homeless Individuals
- Veterans

Allocation

As described in 2 CFR 200.4, “allocation” is the process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship. Descriptions of the legally allowable operational costs associated with the maintenance of the One-Stop Delivery System are found in WIOA sec. 121(h)(4), sec. 121(i)(1) et seq., and sec. 134(c)(2); see 29 CFR 678.700 et seq and “Operational Costs” below.

Allocation Method

“Allocation method” refers to the methodology according to which costs associated with the maintenance of the One-Stop Delivery System, including infrastructure costs of one-stop centers, are shared among partner programs. These costs must be shared among one-stop partner programs on the basis of each program’s proportionate use of and relative benefit received from the One-Stop Delivery System. The contribution of each one-stop partner program must adhere to the program’s authorizing statute, as well as all other applicable legal requirements, including the Federal cost principles that require that costs must be allowable, reasonable, necessary, and allocable (see 2 CFR Part 200, Subpart E, and “Federal Cost Principles” below).

Cost allocation methodologies agreed upon by local workforce development boards and one-stop partner programs may include allocation in the aggregate, on an activity basis, on an item of cost basis, or on a combination basis. Consistent with Federal cost principles, the allocation methods utilized must be both efficient to use and consistently applied over time.

Partner program contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program. See “Proportionate Use” and “Relative Benefit” below.

Authorized to Negotiate

Only those individuals who have authority to negotiate terms for spending and policy change for their organization will be involved in decision-making in negotiating the MOUs. Other parties may provide input about interaction, services, and infrastructure needs/supports among and within the workforce delivery system, but without budget or policy authority those parties cannot be identified as decision makers in the MOU development process.

Business Services

Certain career services must be made available to local employers, specifically labor exchange activities and labor market information described in § 678.430(a)(4)(ii) and (a)(6). Local areas must establish and develop relationships and networks with large and small employers and their intermediaries. Local areas also must develop, convene, or implement industry or sector partnerships.

Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employers and may include:

- Customized screening and referral of qualified participants in training services to employers;
- Customized services to employers, employer associations, or other such organizations, on employment-related issues;
- Customized recruitment events and related services for employers including targeted job fairs;
- Human resource consultation services, including but not limited to assistance with:
 - Writing/reviewing job descriptions and employee handbooks;
 - Developing performance evaluation and personnel policies;
 - Creating orientation sessions for new workers;
 - Honing job interview techniques for efficiency and compliance;
 - Analyzing employee turnover;
 - Creating job accommodations and using assistive technologies; or
 - Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations;
- Customized labor market information for specific employers, sectors, industries or clusters; and

- Other similar customized service

Local areas may also provide other business services and strategies that meet the workforce investment needs of area employers, in accordance with partner programs’ statutory requirements and consistent with Federal cost principles. These business services may be provided through effective business intermediaries working in conjunction with the Local WDB, or through the use of economic development, philanthropic, and other public and private resources in a manner determined appropriate by the Local WDB and in cooperation with the State. Allowable activities, consistent with each partner’s authorized activities, include, but are not limited to:

- Developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships);
- Customized assistance or referral for assistance in the development of a registered apprenticeship program;
- Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
- Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
- The marketing of business services to appropriate area employers, including small and mid-sized employers; and
- Assisting employers with accessing local, State, and Federal tax credits.
-
- All business services and strategies must be reflected in the local plan

Career Pathways

The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that:

- aligns with the skill needs of industries in the economy of the State or regional economy involved;
- prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including registered apprenticeships;
- includes counseling to support an individual in achieving the individual’s education and career goals;
- includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- helps an individual enter or advance within a specific occupation or occupational cluster.

Career Services

Career services, as identified in sec. 134(c)(2) of WIOA, consist of three types:

- Basic career services must be made available and, at a minimum, must include the following services, as consistent with allowable program activities and Federal cost principles:
 - Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
 - Outreach, intake (including worker profiling), and orientation to information and other services available through the One-Stop Delivery System. For the TANF program, States must provide individuals with the opportunity to initiate an application for TANF assistance and non-assistance benefits and services, which could be implemented through the provision of paper application forms or links to the application Web site;
 - Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive services needs;
 - Labor exchange services, including—
- Job search and placement assistance, and, when needed by an individual, career counseling, including—
 - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and
 - Provision of information on nontraditional employment; and
- Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop Delivery System;
 - Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop Delivery System and, when appropriate, other workforce development programs;
 - Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
- Job vacancy listings in labor market areas;
- Information on job skills necessary to obtain the vacant jobs listed; and
- Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
 - Provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of providers;
 - Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area’s One-Stop Delivery System;
 - Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State’s Medicaid program and Children’s Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for TANF, and other supportive services and transportation provided through that program;
 - Provision of information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
- “Meaningful assistance” means:

- Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
- Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
- The costs associated in providing this assistance may be paid for by the State’s unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof.
 - Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles:
 - Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—
- Diagnostic testing and use of other assessment tools; and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
 - Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers (as described in § 680.180 of this chapter);
 - Group counseling;
 - Individual counseling;
 - Career planning;
 - Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
 - Internships and work experiences that are linked to careers (as described in § 680.170 of this chapter);
 - Workforce preparation activities;
 - Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and § 681.500 of this chapter;
 - Out-of-area job search assistance and relocation assistance; and
 - English language acquisition and integrated education and training programs.
- Follow-up services must be provided, as appropriate, including: counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.
- In addition to the requirements in paragraph (a)(2) of this section, TANF agencies must identify employment services and related support being provided by the TANF program (within the local area) that qualify as career services and ensure access to them via the local One-Stop Delivery System.

Cash Contribution

“Cash contributions” are cash funds provided to the local workforce development board or its designee by one-stop partners, either directly or by interagency transfer (29 CFR 678.720 (c)(1)).

Cultural Competence

Cultural competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, religions, spiritual traditions, immigration status, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities and protects and preserves the dignity of each.

Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system or agency or amongst professionals and enable the system, agency, or those professions to work effectively in cross-cultural situations.

Operationally defined, cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes. Competence in cross-cultural functioning means learning new patterns of behavior and effectively applying them in appropriate settings.

On the organizational level, there are five essential elements that contribute to a culturally competent system (Cross, Bazron, Dennis, & Isaacs, 1989). The system should (1) value diversity, (2) have the capacity for cultural self-assessment, (3) be conscious of the dynamics inherent when cultures interact, (4) institutionalize cultural knowledge, and (5) develop programs and services that reflect an understanding of diversity between and within cultures. These five elements must be manifested in every level of the service delivery system. They should be reflected in attitudes, structures, policies, and services.

Federal Cost Principles

As described in 2 CFR Part 200.400, federal cost principles under the Uniform Guidance are based on the premises that non-Federal entities receiving Federal grants are:

- responsible for the efficient and effective administration of the Federal award through the application of sound management practices;
- responsible for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award;
- responsible for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the Federal award, while respecting the entity's unique combination of staff, facilities, and experience;
- responsible for ensuring that the accounting practices being used to manage the Federal award are consistent with Federal cost principles and support the accumulation of costs as required by the principles, while providing adequate documentation to support costs charged to the Federal award.

The basic considerations for Federal cost principles are found in 2 CFR Part 200.402 *et seq*, and include the following criteria for the allowability of costs. Allowable costs must:

- be necessary and reasonable for the performance the Federal award and be allocable thereto under these principles;
- conform to any limitations or exclusions set forth in these principles or in the Federal award as to types or amount of cost items;
- be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-Federal entity;

- be accorded consistent treatment. A cost may not be assigned to a Federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the Federal award as an indirect cost;
- be determined in accordance with generally accepted accounting principles (GAAP), except, for state and local governments and Indian tribes only, as otherwise provided for in this part;
- not be included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program in either the current or a prior period; and
- be adequately documented.

Front-line Staff

Any staff within the workforce delivery system who works directly with a recipient of Workforce partner services. This may include staff who are not physically located at a One-Stop Comprehensive or Affiliated Center.

Infrastructure Funding Agreement

An agreement between the local workforce development board, chief elected officials, and one-stop partners to the amounts and methods of calculating amounts that each partner will contribute for one-stop infrastructure funding. This agreement must include the terms for the infrastructure funding.

An infrastructure funding agreement must include a description of the costs funded through cash and fairly evaluated non-cash and third-party in-kind partner contributions, as well as any funding from philanthropic organizations or other private entities, or through other alternative financing options, which will provide a stable and equitable funding stream for ongoing One-Stop Delivery System operations. This agreement is the result of negotiations between one-stop partners, chief elected officials, and the local workforce development board, and must include the amount that each party will contribute.

Each partner program's proportionate share of the funding must be calculated in accordance with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in 2 CFR part 200, based on a reasonable cost allocation methodology whereby infrastructure costs are charged to each partner in proportion to its use of the one-stop center, relative to benefits received. These shares must be periodically reviewed and reconciled against actual costs incurred. See "Periodic Review and Reconciliation" below.

Infrastructure Costs

"Infrastructure costs" are non-personnel costs that are necessary for the general operation of the one-stop center, including:

- facility rental;
- utilities and maintenance;
- equipment (including assessment-related products and assistive technology for individuals with disabilities); and
- technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (29 CFR 678.700).

Infrastructure costs are the responsibility of all one-stop partner programs, whether they are physically located in the one-stop center or not. Additionally, each entity that carries out a program or activities in a local one-stop center must use a portion of the funds available for the program and activities to maintain the One-Stop Delivery System, including payment of the infrastructure costs of one-stop centers. These payments must

be accordance with 29 CFR Part 678, Subpart E, Federal cost principles, and all other applicable legal requirements.

Integrated Service Delivery

Integrated Service Delivery (ISD) is the delivery of WorkSource services in a manner that aligns/braids the resources of participating partners to seamlessly address the training and employment needs of system customers - job seekers and businesses. ISD utilizes co-enrollment as a tool to reduce duplicative and administrative activities in favor of a positive customer experience. This allows service delivery partners to use their resources for value-added services to assure that job seekers have the skills to succeed in the regional economy. Co-enrolled ISD creates a warm and meaningful welcome and a quick connection to resources. Rather than simply providing a “countable” service, co-enrolled ISD immediately connects the customer to a robust set of high value system resources relevant to the local and regional economy including assessment, skill development, work-readiness, skill validation and certification. Staff working in a co-enrolled ISD environment are organized into teams based on functions, such as intake/assessment or career guidance, rather than to maintain programmatic boundaries. The goal is more people getting jobs, keeping jobs and getting better wages.

Non-cash Contribution

“Non-cash contributions” are comprised of expenditures incurred by one-stop partners on behalf of the one-stop center as well as goods or services contributed by a partner program and used by the one-stop center. Non-cash contributions must be allocable to a specific cost objective to the extent of benefits received by that cost objective, and they must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners’ proportionate share.

See 29 CFR § 678.720 (c)(2) *et seq.*

One-Stop Operator

“One-stop Operators” may be a single entity (public, private, or non-profit) or a consortium of entities. If the consortium of entities is one of one-stop partners, it must include a minimum of three of the one-stop partners. One-stop operators may include institutions of higher education, employment service state agencies established under the Wagner-Peyser Act, a community based organization, a nonprofit organization, a workforce intermediary, a private for-profit entity, a government agency, a local workforce development board (with the approval of the chief elected official and the Governor), or another interested organization or entity that is capable of carrying out the duties of a one-stop operator. Elementary schools and secondary schools are not eligible as one-stop operators, except for non-traditional public secondary schools, such as night schools, adult schools, or area career and technical education schools.

The local workforce development board must select the one-stop operator through a competitive process, as required by sec. 121(d)(2)(A) of WIOA, at least once every 4 years. A State may require, or a Local WDB may choose to implement, a competitive selection process more than once every 4 years. In instances in which a State is conducting the competitive process, the State must follow the same policies and procedures it uses for procurement with non-Federal funds. All other non-Federal entities, including subrecipients of a State (such as local areas), must use a competitive process based on local procurement policies and procedures and the principles of competitive procurement in the Uniform Guidance set out at 2 CFR 200.318 through 200.326. All references to “noncompetitive proposals” in the Uniform Guidance at 2 CFR 200.320(f) will be read as “sole source procurement” for the purposes of implementing this section. Entities

must prepare written documentation explaining the determination concerning the nature of the competitive process to be followed in selecting a one-stop operator.

States may select a one-stop operator through sole source selection when allowed under the same policies and procedures used for competitive procurement with non-Federal funds, while other non-Federal entities including subrecipients of a State (such as local areas) may select a one-stop operator through sole selection when consistent with local procurement policies and procedures and the Uniform Guidance set out at 2 CFR 200.320. In the event that sole source procurement is determined necessary and reasonable, written documentation must be prepared and maintained concerning the entire process of making such a selection. Such sole source procurement must include appropriate conflict of interest policies and procedures. A local workforce development board may be selected as a one-stop operator through sole source procurement only with agreement of the chief elected official in the local area and the Governor. The local workforce development board must establish sufficient conflict of interest policies and procedures and these policies and procedures must be approved by the Governor.

One-stop operators must disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers, and must comply with Federal regulations and procurement policies relating to the calculation and use of profits. One-stop operators must not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term career and training services.

At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local workforce development boards may establish additional roles of one-stop operator, including, but not limited to: Coordinating service providers across the One-Stop Delivery System, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites. The competition for a one-stop operator must clearly articulate the role of the one-stop operator. A one-stop operator may not perform the following functions: Convene system stakeholders to assist in the development of the local plan; prepare and submit local plans (as required under sec. 107 of WIOA); be responsible for oversight of itself; manage or significantly participate in the competitive selection process for one-stop operators; select or terminate one-stop operators, career services, and youth providers; negotiate local performance accountability measures; or develop and submit budget for activities of the local workforce development board in the local area. An entity serving as a one-stop operator, that also serves a different role within the One-Stop Delivery System, may perform some or all of these functions when it is acting in its other role, if it has established sufficient firewalls and conflict of interest policies and procedures. The policies and procedures must demonstrate internal controls and prevent conflict of interest.

A one-stop operator can also be a service provider, but there must be appropriate firewalls in place in regards to the competition, and subsequent oversight, monitoring, and evaluation of performance of the service provider. The operator cannot develop, manage, or conduct the competition of a service provider in which it intends to compete. In cases where an operator is also a service provider, there must be firewalls and internal controls within the operator-service provider entity, as well as specific policies and procedures at the local workforce development board level regarding oversight, monitoring, and evaluation of performance of the service provider.

See 29 CFR Part 678, Subpart D.

Operational Costs

“Operational costs” of the One-Stop Delivery System include all costs necessary for the operation and maintenance of the system. This encompasses not only the infrastructure costs, such as facility rental, utilities and maintenance, equipment, and technology needed for providing universal access, but also:

- Personnel costs necessary for the operation of the one-stop center;
- Required costs associated with applicable career services;
- Costs associated with providing shared services, such as
 - Initial intake;
 - Assessment of needs;
 - Appraisal of basic skills;
 - Identification of appropriate services;
 - Referrals to other one-stop partners; and
 - Business services;
- Shared costs of the local workforce development board’s functions.

See 29 CFR § 678.760.

Periodic Review and Reconciliation

“Periodic Review and Reconciliation” refers to an accounting conducted at regular intervals during which the infrastructure and shared services budget for the One-Stop Delivery System is reconciled against actual costs incurred and adjusted accordingly. The purpose of periodic review and reconciliation is to ensure that the budget reflects a cost allocation methodology that is capable of demonstrating that the costs charged to each partner are in proportion to that partner’s use of the one-stop center and relative benefit received.

Professional Development

Professional development is learning that advances an individual’s knowledge, skills, abilities and competencies that are required to perform their job.

Proportional Share

Proportional share is the share of each partner program’s infrastructure costs based upon its proportional use of the one-stop centers and relative benefit received from that use. The concept of proportional share is used by Federal cost principles in the Uniform Guidance (2 CFR part 200), and is to be construed in a manner consistent with the partner programs’ authorizing statutes and regulations.

Proportional Use

Local workforce development boards and partner programs are responsible for determining the proportional use of the partner programs, and they may utilize a variety of methods to determine each partner program’s proportionate use and relative benefit received, including but not limited to:

- the proportion of a partner program’s occupancy percentage of the one-stop center (square footage);
- the proportion of a partner program’s customers compared to all customers served by the one-stop;
- the proportion of partner program’s staff compared to all staff at the one-stop;
- a partner program’s use of equipment or other items that support the local One-Stop Delivery System;
- or
- any combination of these, or other, proportional formulas.

Registered Apprenticeship

Registered apprenticeship means only those apprenticeships that are registered with the Department of Labor and Industries.

Relative Benefit

“Relative benefit” received by an entity participating in the One-Stop Delivery System refers to the benefit received by the program toward a specific cost objective necessary for that program’s operation. Costs are only allocable to a particular cost objective based on the benefits received by that cost objective. If benefit cannot be measured directly in an efficient and effective way, then it is appropriate to pool the costs.

Required and Partner Programs

Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local One-Stop Delivery System. The required partners are the entities responsible for administering the following programs and activities in the local area.

- Programs authorized under title I of WIOA, including:
 - (i) Adults;
 - (ii) Dislocated workers;
 - (iii) Youth;
 - (iv) Job Corps;
 - (v) YouthBuild;
 - (vi) Native American programs; and
 - (vii) Migrant and seasonal farmworker programs;
- The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA;
- The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;
- The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.);
- Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- Employment and training activities carried out by the Department of Housing and Urban Development;
- Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
- Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).

Other entities that carry out a workforce development program, including Federal State, or local programs and programs in the private sector, may serve as additional partners in the One-Stop Delivery System if the local

workforce development board and chief elected official(s) approve the entity's participation. These partners may include, but are not limited to:

- Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b-19);
- Employment and training programs carried out by the Small Business Administration;
- Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4));
- Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
- Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.); and
- Other appropriate Federal, State or local programs, including, but not limited to, employment, education, and training programs provided by public libraries or in the private sector.

Shared Operating and Shared Services Costs

One-stop partners also may share other costs that support the operations of the one-stop centers, as well as the costs of shared services. The costs of shared services may include initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services (WIOA sec. 121(i)(2), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760). As discussed in more detail in the section pertaining to personnel costs above, such costs also may include personnel expenses associated with a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center.

A portion of the costs of Local WDB staff who perform functions that are not otherwise paid with WIOA title I funds and support the general operations of the one-stop centers may also be included as additional costs. An example of such shared operating costs would be a Local WDB staff person acting as the office manager in a one-stop center. As with any additional costs paid by partner programs for the operations of the One-Stop Delivery System, these shared operating costs must be proportionate to the use of the partner program and consistent with the Federal Cost Principles of the Uniform Guidance set forth in 2 CFR part 200.

Third-Party In-kind Contributions

"Third-party in-kind contributions" are:

- contributions of space, equipment, technology, non-personnel services, or other items by a non-one-stop partner to support one-stop operations in general, not a specific partner;
- contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs;
- valued consistent with 2 CFR 200.306 and reconciled on a regular basis, comparing actual expenses incurred to relative benefits received, to ensure each partner program is contributing its proportionate share of the partner.

Attachment B – Statewide List of Comprehensive WorkSource Centers as of June 2017

<u>Workforce Development Area</u>	<u>Comprehensive WorkSource Center</u>
Benton Franklin	WS Columbia Basin
Eastern Washington	WS Colville WS Walla Walla
North Central	WS Central Basin WS Okanogan
Northwest	WS Skagit WS Whatcom WS Whidbey
Olympic	WS Clallam WS Kitsap
Pacific Mountain	WS Grays Harbor WS Lewis WS Mason WS Thurston County
Pierce County	WS Pierce WS Pierce Job Center
Seattle-King County	WS Renton
Snohomish County	WS Everett WS Lynwood WS Monroe WS Youth Center
South Central	WS Columbia George WS Kittitas WS Sunnyside WS Yakima
Southwest Washington	WS Cowlitz/Wahkiakum WS Vancouver
Spokane	WS Spokane

Attachment C – Programmatic Roles of State-Level Partners in the One-Stop Delivery System

<p><u>ESD State-Level Program Role</u> ESD plays the following programmatic role within the One-Stop Delivery System:</p>	<p>ESD brings capacity to the local system that draws from multiple fund sources and includes resources that contribute heavily to the delivery of WIOA Basic and Individualized Career services and Labor Exchange (WIOA Title III – Wagner Peyser) activities for job seeker and employer customers.</p> <p>In addition to Basic Career Services for job seekers and employers, ESD administers the following programs:</p> <p>WIOA Title I B- Adult, Dislocated Worker (DW), and Youth WIOA Title III- Wagner-Peyser Employment Services Jobs for Veterans Unemployment Insurance Services/Programs Trade Adjustment Assistance (TAA) WorkFirst Job Search and Employment Services Labor Exchange Basic Food Employment & Training (in selected areas)</p> <ul style="list-style-type: none"> - Engaging in planning activities to integrate programs and resources leading to a streamlined and efficient system; - Collaborating to deliver WIOA Basic and Individualized services and Training services to WorkSource customers - Ensuring universal access for the various customer groups - Services to Migrant Seasonal Farmworker populations provided where appropriate and supported by language appropriate specialists - Engaging in joint planning around infrastructure, and financial requirements of the system - Ensuring that ESD staffs participate in common system training or cross training activities - Utilizing information sharing and common release of information processes (subject to confidentiality provisions) and preserving records for the period required by law - Identifying and addressing barriers to coordination / integration - Utilizing common customer satisfaction tools and resources with the goal of exceeding customer expectations - Utilizing the ETO system to maintain customer records and service delivery history and to ensure that service documentation is captured in support of shared system and program performance measures. - Sharing in the accountability for systemic performance outcomes - Committing to the implementation of a customer centric focused
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	service delivery system
<p><u>Career Services</u> Career services include, but are not limited to:</p>	<p><u>Job Seekers</u></p> <p>Individualized Career Services</p> <ul style="list-style-type: none"> - Comprehensive and specialized evaluation to identify barriers to employment and employment goals - Development of individual employment plans - Career / Vocational Planning - Individual and Group Counseling - Short-term Pre-employment / Vocational Services - Workforce Preparation Activities - Out of Area Job Search and Relocation Assistance - Follow-up Services <p>Training Services (Delivered Directly or Provided through Partner Referral)</p> <ul style="list-style-type: none"> - Occupational Skills Training through Individual Training Accounts (ITAs); - On-the-Job Training (OJT contracted with area employers) - Programs that combine workplace training with related instruction which may include cooperative education - Referral and access to skill upgrading and retraining services; - Entrepreneurial Training - TAA Approved Training - Increased Capacity Training / Sector Based - Adult education and literacy activities provided in combination with the training services described above; including referral / access to English as a Secondary Language ESL - Incumbent Worker and Customized Training activities conducted with a commitment by an employer or group of employers to employ or advance individuals upon successful completion of the training
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<p><u>Employers /Business Services</u></p> <p>Business Services</p> <ul style="list-style-type: none"> - Assistance in managing reductions in force through layoff aversion strategies and access to <i>Shared Work</i> program - On-site Rapid Response activities in the event of closures and downsizings - Customized recruitment events / job fairs / access to facilities - Provision of customized labor market information for specific employers, sectors, industries, or clusters; assistance with the interpretation of labor market information - Human resource consultation including: access and utilization of customer accessible technology systems, guidance on improving job descriptions and recruitment methods, information and access

	<p>regarding agencies / organizations that oversee laws, rules, regulations</p> <ul style="list-style-type: none"> - Unemployment Insurance Access, including Tax and Wage information - Assist employers in accessing State and Federal Tax Credits <p>Training Services</p> <ul style="list-style-type: none"> - Develop / deliver innovative sector based services and strategies for area employers including career pathways, skills upgrading, and training aligned to recognized skill standards or post-secondary credential attainment - Customized screening, assessment and referral of participants for consideration in work based training services - Develop On-the-Job Training (OJT) Contracts - Develop / coordinate incumbent and customized training opportunities to meet specific employer and / or industry requirements
<p><u>WorkSource Co-location and/or Direct Linkages</u></p>	<p>See Attachment B</p>

<p><u>SBCTC – Workforce Education State-Level Program Role</u> BEa and WE play the following programmatic roles within the One-Stop Delivery System:</p>	<ul style="list-style-type: none"> • Provides comprehensive, innovative college and career pathways to accelerate student completion and foster economic growth. • Delivers core services in adult education and literacy, including workplace literacy, adult secondary education, and English literacy programs. • Provides in-demand workforce education programs in alignment with business and industry needs. • Guides and supports transformational instructional practices that accelerate student completion to certificates, the Tipping Point, and AA/BA degrees leading to family sustaining employment. • Contextualizes adult education courses to support transition to high school completion & equivalency certification, postsecondary education, and employment. • Strengthens and maintains a culture of rigorous instruction and evidence of increased performance. • Creates and maintains strategic alliances to leverage local resources and increase navigational support to students. • Provides adults with the academic skills to be college-ready • Provides adults with vocational and transferable skills to be work-ready. • Fosters student self-efficacy. • Supports student success through programs like WorkFirst, BFET, Opportunity Grant and Worker Retraining that provide access to financial assistance for tuition, fees, books and supplies; wrap-around support services; work-based learning/paid internships; and case
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	<p>management.</p> <ul style="list-style-type: none"> • Supports colleges in providing students access to career and academic advising, disability services, and counseling • Facilitates partnerships between colleges and employers for registered apprenticeship opportunities. • Supports colleges in providing students access to work-based learning including internships, co-op, clinical placements, and service learning.
<p><u>Career Services</u> Career services include, but are not limited to:</p>	<p>Community and Technical Colleges provide:</p> <ul style="list-style-type: none"> • Career and Employment Services Council guidance for colleges to employ best practices in serving students' career and employment needs • Comprehensive and specialized assessment to identify interests, strengths and barriers to attain employment goals • Workforce preparation activities focused on job readiness and skill development, such as interview techniques, dress for success, job shadowing, internships, job fairs and job clubs
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<p>Community and Technical Colleges provide:</p> <ul style="list-style-type: none"> • Access to the wide range of for-credit and not-for-credit workforce training options to upskill incumbent workers and backfill with skilled new employees. Competitive grant funding is available to offset the cost of training for qualifying businesses; • Employer access to recently trained graduates or students looking for work-based learning opportunities; • Support through co-housed small business incubators; • Connections with Centers of Excellence for strategic industries to meet broader workforce needs; and • Ability to influence curriculum for development of employee pipelines through program and state-level advisory boards.
<p><u>WorkSource Co-location and/or Direct Linkages</u></p>	<ul style="list-style-type: none"> • Participate with local WDCs and one-stop partners where appropriate to address co-location needs for the local one-stop system and the basic skills deficient and workforce customer. • Provide facility options for WorkSource offices at college campuses.

<p><u>DSHS – Division of Vocational Rehabilitation</u> <u>State-Level Program Role</u> DVR plays the following programmatic role within the One-Stop Delivery System:</p>	<ul style="list-style-type: none"> • Integrate DVR service delivery within the One-Stop Delivery System by participating in the orientation, referral and joint service delivery to individuals with disabilities and DVR customers. This will be accomplished by participating in a locally driven, fully integrated One-Stop Delivery System. • Encourage WorkSource participants who experience disability-barriers to employment to be referred to DVR on a regular basis so they can decide whether to apply for VR services. • Contract with local WDCs to provide specified services (to be identified) to VR customers.
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	<ul style="list-style-type: none"> • Refer and coordinate services for VR customers who are eligible and for whom funds are available so they receive the WIOA Title I and III WorkSource services they need in order to achieve their employment goals, based on the local WorkSource protocols. • Provide staff training, technical assistance and consultation to WorkSource partners on service delivery to individuals with disabilities, especially those with significant disabilities. • Participate in annual reviews of WorkSource programmatic and physical accessibility. • Participate in the development and implementation of the local WDC Business Plan and delivery of business services aimed at the employment of job seekers with disabilities, especially employers that hold federal contracts and have an affirmative obligation to recruit and hire individuals with disabilities. • Assign VR Business Specialists at WorkSource locations across the state who will play integral roles in serving businesses that seek to recruit and hire VR customers and other individuals with disabilities. • VR will match data with WorksourceWA to be able to track customer rates of participation and successful job placement at state and local levels.
<p><u>Career Services</u> The following services are available to DVR-eligible individuals:</p>	<ul style="list-style-type: none"> • Assessment to determine the need for VR services to obtain, maintain or advance in employment • VR counseling and guidance to identify, reduce or eliminate disability-barriers to employment • Benefits analysis and planning to understand how earned income will affect SSDI, SSI and other government benefits • Career exploration, preparation and training, including occupational, academic, and on-the-job training • Transition services for students and youth, including pre-employment transition services • Job search assistance and placement, including customized employment and supported employment • Assistive technology • Diagnosis and treatment of disabling conditions that are substantial barriers to employment • Support services (eg., transportation, child care, work clothing, training books and supplies, tools, etc.) • Post-employment services following case closure needed to retain or advance in employment
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<ul style="list-style-type: none"> • Provide training and technical assistance to recruit, hire, retain and promote individuals with disabilities, including disability awareness and reasonable accommodation training • Develop opportunities to provide work-based learning experiences for individuals with disabilities

	<ul style="list-style-type: none"> • Provide training and other services to existing employees with disabilities who are VR-eligible • Assist in utilizing tax credits and other available financial support for hiring or accommodating employees with disabilities
<p><u>WorkSource Co-location and/or Direct Linkages</u> DVR is or will co-locate in at least one CWC per WDA.</p>	<p>DVR is co-located at the following WorkSource sites:</p> <ul style="list-style-type: none"> • Bellingham (CWC) • Colville (CWC) • Everett (CWC) • Kennewick (CWC) • Moses Lake (CWC) • North Seattle • Omak • Bellevue/Redmond • Spokane (CWC) • Sunnyside (CWC) • Walla Walla (CWC) <p>DVR will co-locate at the following additional WorkSource sites:</p> <ul style="list-style-type: none"> • Bremerton (CWC) • Renton (CWC) • Tumwater (CWC) • Vancouver (CWC) • Wenatchee • Yakima (CWC)

<p><u>DSHS – Temporary Assistance for Needy Families State-Level Program Role</u> TANF plays the following programmatic role within the One-Stop Delivery System:</p>	<ul style="list-style-type: none"> • DSHS, Economic Services Administration, Community Services Division administers TANF. ESA/CSD will utilize Washington Connection, the state authorized benefits portal administered by DSHS in order to provide access to services. Washington Connection meets the criteria for access to services as it is not simply an informational website, but an actual way that potential clients may apply for services. CSD has processes in place in order to review applications within a reasonable timeframe (oftentimes same day, but no later than 10 AM the following day). In addition, CSD operates a Statewide Customer Service Call Center (CSCC) where applicants and participants may access TANF information and assistance in real-time over the phone. These technology based linkages and access points allow participants more opportunities to connect and receive information than through face-to face opportunities alone. These options can be particularly helpful in rural areas and where transportation may be a barrier. • DSHS has also worked to make Washington Connection a comprehensive resource across multiple service domains to better serve clients as well as support collaborative agency partnerships. WA Connection is being examined as a potential entry point into the broader WIOA system and as a common intake tool. • Process: Washington Connection* A link to Washington Connection on resource room computers at WorkSource sites. Mandatory: “comprehensive” WorkSource Center sites; optional/additional: Affiliate sites. Training resources available
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to WorkSource staff to assist customers in navigating the site, if needed:

- A. Washington Connection Training on Learning Management System (LMS) that is available to anyone else that wants to take it.
- B. Washington Connection brochure and a Client Benefit Account (CBA) brochure for information sharing.
- C. On Washington Connection, there are six tutorials that help guide users as well as two Word documents for step-by-step assistance on creating the Secure Access Washington (SAW) User ID and the CBA.
- D. There is a technical assistance team that can provide assistance in setting up the CBA

*This option is the minimum option for providing access to TANF services for WIOA purposes.

- Basic Information and Referral: CSD and local WDCs
CSD and local WDCs will work to examine current information sharing and referral procedures and establish methods of referral between organizations that best serve clients and streamlines services. In considering these options, CSD has developed recommendations for incorporation.

Process options recommendations:

- A. Pre-screening eligibility for TANF and related services must involve existing “demographic profiles” developed by CSD to minimize misinterpretation by one-stop staff or customers.
- B. All relevant one-stop staff trained to facilitate customer use of the WA Connection CONN benefit eligibility calculator.
- C. If eligibility is likely, one-stop staff can provide application options and be able to facilitate the online WA Connection benefit application (if client needs assistance with the application).
- D. Following existing CSD process, customer calls Statewide Call Center (CSCC) to request interview.
- E. Customer could have the choice of call-back for eligibility interview from CSD staff while at one-stop (within 2-4 hours) or scheduled appointment at a later date (within 2 business days). Appointment may be for a phone interview or in-person at the CSO.
- F. There should also be some mechanism for one-stop staff to learn when customer is TANF-eligible. This may be through eJAS or another identified method, to be determined.
- G. After the pre-screening and use of WA Connection CONN benefit calculator, customers should always have the option to submit

	<p>paper applications, with applications, addressed envelopes, and directions to the nearest CSO available at the one-stop.</p> <p>Note: Washington Connection is not just a website that provides information; it is also an application portal. Once the application is received (almost instantly), the application is reviewed as soon as possible on the date it's received, and no later than 10:00 AM the following day.</p> <p>Other partnership, collaboration, and integration options that require additional resources may be considered based on availability of resources, negotiation, and mutual agreement between DSHS/ESA/CSD and each local WDC.</p>
<p><u>Career Services</u></p>	<p>While the Community Services Division of ESA (the TANF agency) does not directly provide career services, it does provide services to help customers overcome barriers to employment. The WorkFirst program (the welfare-to-work component of TANF) is itself a partnership with other state agencies that are funded by CSD to provide career services: E (Employment Security, State Board for Community and Technical Colleges, and Department of Commerce. The partnership also includes) plus a variety of other partners such as Workforce Development Councils, tribal governments, organizations serving the refugee and immigrant communities, and community non-profits. The TANF agency establishes eligibility and provides ongoing case management to TANF customers. Once eligibility is established, the TANF agency conducts an evaluation of employment readiness, develops the plan towards self-sufficiency, and arranges for support services to resolve barriers to employment.</p>
<p><u>Business Services</u></p>	<p>ESA/CSD does not engage in direct business services relative to TANF WorkFirst, with the exception of our Employment Pipeline program. This program is designed to connect ESA/CSD clients, which may include, but not be limited to, TANF participants, with employment opportunities. The program currently primarily focuses on recruitment for job fairs and hiring events from pools of ESA programs and services participants. The program will be undergoing redesign, and any new strategies and services will be defined at a later date.</p> <p>ESA/CSD operates and administers TANF WorkFirst in partnership with state agency partners, leveraging their specific areas of expertise. Business services are conducted by ESD and through Department of Commerce contracted providers on behalf of ESA/CSD per TANF WorkFirst structure and contracts.</p>
<p><u>WorkSource Co-location and/or Direct Linkages</u></p>	<p>Some CSOs are co-located and others are located nearby WorkSource offices around the state. CSD and ESA leadership cannot commit to specific co-location sites or goals at this time, but will consider these options as opportunities occur in the future. Co-location at comprehensive and/or affiliated WorkSource Centers will be negotiated and agreed upon between ESA/CSD and each WDC individually. Decisions</p>

will be based upon mutual need, benefit, capacity, and resources.

<p><u>DSHS – Senior Community Service Employment Program State-Level Program Role</u> DSHS/SCSEP plays the following programmatic role within the One-Stop Delivery System:</p> <p>Note: DSHS is responsible only for administering the Senior Community Service Employment Programs that it oversees and does not administer all of the SCSEPs in the state. Where DSHS does not administer SCSEP, the U.S. Department of Labor is responsible for oversight of the program through contracts with the American Association of Retired Persons, Goodwill of the Olympic and Rainier Region, and National Asian Pacific Council on Aging.</p>	<ul style="list-style-type: none"> • Access for the aging workforce to job training and internships with government and non-profit organizations. • Provide support and education to aging workforce to fully engage/re-engage with employment. • Opportunities for professional staff development on working with aging individuals with significant barriers and complex needs. • Refer and coordinate services for SCSEP participants who are eligible and for whom funds are available so they receive the WIOA Title I and III WorkSource services they need in order to achieve their employment goals, based on the local WorkSource protocols.
<p><u>Career Services</u> DSHS/SCSEP provides the following services to qualified and accepted participants:</p>	<ul style="list-style-type: none"> • Assessment to determine skills, interests, abilities, need for supportive services, occupational preferences, training needs and potential for performing community service assignments and transition to unsubsidized employment. • Placement into a community service assignment in the community. • Provide participants with wages and fringe benefits for their time spent at community service assignments. • Providing or arranging necessary training specific to community service assignment. • Assisting participants to arrange for other training and supportive services as identified from their assessments. • Assisting participants in obtaining unsubsidized employment. • Following up with participants placed into unsubsidized employment over the first year to ensure and support employment retention.
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<ul style="list-style-type: none"> • Assist federal contractors in meeting their federally-mandated targets for hiring skilled individuals with disabilities. • Assist state agencies to meet the Governor’s targeted mandates for hiring skilled individuals with disabilities. • Assist businesses in understanding how to develop an aging workforce-friendly environment to attract and retain skilled talent and assist in providing workplace ADA and accommodations training. • Work in partnership with the Worksource business services teams throughout the state to ensure the aging workforce participants are comprehensively included in the WIOA and One Stop business engagement efforts. • Can leverage existing community non-profit and business connections

	to promote and strengthen relationships with those employers among WIOA partners and the broader pool of job seekers in order to better meet business need for skilled talent.
<p><u>WorkSource Co-location and/or Direct Linakges</u> DSHS/SCSEP is co-located at the following WorkSource sites:</p>	<ul style="list-style-type: none"> • Bellingham (CWC) • Bremerton (CWC) • Columbia Gorge • Goldendale • Kittitas • Downtown Seattle • Sunnyside (CWC) • Toppenish • Yakima (CWC)

<p><u>Department of Services for the Blind (DSB) State-Level Program Role</u> DSB plays the following programmatic role within the One-Stop Delivery System:</p>	<ul style="list-style-type: none"> • Assist in shared efforts to integrate vocational rehabilitation service delivery within the One-Stop Delivery System by partnering to streamline information and processes for orientation, referral and joint service delivery for the benefit of the system’s job-seekers. • Assist to educate front-line staff (including DSB front-line staff) on eligibility criteria and range of services provided by workforce partner entities. <ul style="list-style-type: none"> - Refer and coordinate services for DSB’s vocational rehabilitation job-seekers who are eligible for (and for whom funds are available) so they receive the WIOA Title I and III WorkSource services needed in order to achieve their employment goals, based on the local WorkSource protocols. • Explore contracted service provision opportunities with local WDCs and partner agencies to provide necessary vocational and/or pre-vocational services for DSB’s job-seekers. • Share agency’s long history of expertise and experience with providing customer-centered, comprehensive and individualized services for job seekers Provide expertise in assisting of development of a disability-friendly environment: DSB can provide information, referral, and professional development trainings to system partners. • Participate in annual reviews of WorkSource programmatic and physical accessibility. • Work in strong partnership with One Stop business services teams throughout the state to ensure DSB expertise and individuals with disabilities are included in WIOA and One Stop business engagement efforts. • Develop agreements to share data with WorksourceWA to be able to track customer rates of participation and successful job placement at state and local levels. • Provide professional development on importance of addressing self-employment as potential vocational goal for job-seekers.
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Career Services

The following services are available to DSB-eligible individuals:

The following career services may be provided in a DSB office, in the community, in participant homes or on job sites, as appropriate to the situation. The services may be provided directly by DSB staff, contracted through service providers, or secured through negotiating with partner programs and entities.

- Initial assessment of skill levels and skills gaps (including literacy; English language proficiency; educational levels; proficiency with technology; work history; proficiency with adaptive skills of blindness), aptitudes, interests, abilities, social/emotional skills, and degree of personal network and support systems in place.
- Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
- Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas; job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- Information (in formats that are accessible, usable by & understandable to DSB job-seekers) and appropriate referrals relating to the availability of supportive services or assistance, including child care; child support; medical or child health assistance benefits under the supplemental nutrition assistance program; assistance through the earned income tax credit; assistance under State program for temporary assistance for needy families; impact to current benefits through work; and other supportive services and transportation provided through funds made available in the local area.
- Development of systems (with workforce development partners) for outreach, intake and orientation to the information and other services available through the One-Stop Delivery System.
- Performance information and program cost information on agency-qualified providers of training and technical services; eligible providers of youth activities; providers of adult education; providers of career and technical education activities at the postsecondary level; and career and technical education activities available to students and out-of-school youth.
- Eligibility determination for vocational rehabilitation services for individuals with a visual disability.
- Comprehensive and specialized evaluation to identify barriers to employment and employment goals.
- Referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop Delivery

	<p>System and other workforce development programs.</p> <ul style="list-style-type: none"> • Development of Individualized Employment Plan (IEP) • Provide individual vocational counseling and guidance for all DSB participants. <ul style="list-style-type: none"> - Provide adjustment to blindness counseling, as appropriate. - Can provide group counseling opportunities, as appropriate. • Career and vocational planning services. • English language acquisition and integrated education and training programs. • Financial literacy services. • Workforce preparation activities. • Adaptive skills of blindness training, including: Braille; Orientation and Mobility and travel techniques; Home Management; Communications; Adaptive Technologies (low and high tech); Self-Advocacy and addressing issues of disability in the workplace. <ul style="list-style-type: none"> - Provide tools, aids and technologies required for successful progression towards identified vocational goal. • Pre-employment, career exploration and job readiness services for youth and adults. <ul style="list-style-type: none"> - Develop collaborative working relationships with Washington State School for the Blind (WSSB), local educational agencies, blind consumer groups, business entities and other community partners to engage youth and adults in job readiness activities throughout the state. • Individualized career services for job seekers and career advancement and/or retention services for current workers. <ul style="list-style-type: none"> - Provide skill building and training for incumbent workers who have experienced changes to functional vision – assist individuals to maintain current job & current wages and avoid becoming reliant on public assistance supports. - Provide accessibility and technology assessments for participant’s new/current job site and job tasks. • Assistance to individuals in self-identification of entrepreneurial aptitude and abilities, and assist in establishing small business. • Paid and unpaid internships and work experiences. • Out-of-area job search and relocation assistance. • Follow up services – includes ensuring necessary support services are in place and job stabilization has been achieved.
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<ul style="list-style-type: none"> • Assist businesses towards understanding how to develop disability-friendly environments and marketing strategies to attract and retain skilled and loyal talent, and to enhance the market penetration of the business. • Alert businesses to DSB’s ability to provide skill building and training for incumbent workers who have experienced changes to functional vision – assist businesses to retain skilled workers.

	<ul style="list-style-type: none"> • Work with business to establish rich experiences for youth career exploration and work experiences. • Assist federal contractors in meeting their federally-mandated targets for hiring skilled individuals with disabilities. • Assist state agencies to meet the Governor’s targeted mandates for hiring skilled individuals with disabilities. • Facilitate a coordinated effort to engage Business Leadership Network (BLN) businesses with the One-Stop Delivery System’s job seekers and transition-aged youth to support mutual success and benefits. • Leverage the VR National Employment Team structure to connect job seekers and transition-aged youth with business. • Leverage agency’s existing employer connections and develop intentional engagement strategy for establishing stronger relationships among those employers, in collaboration with WDC led Business Services Teams, WIOA partners and the broader pool of job seekers in order to better meet business need for skilled and good-fit talent. • Assist business in utilizing tax credits and other available financial support for hiring or accommodating employees with disabilities. • Assist business in enhancing market penetration.
<p><u>WorkSource Co-location and/or Direct Linkages</u></p>	<p>None, DSB will need to work with partners to establish streamlined, customer-focused methods of using real-time technology for providing customers with direct linkages to all information and services that customers may qualify for.</p>

<p><u>COM State-Level Program Role</u> COM plays the following programmatic role within the One-Stop Delivery System:</p>	<ul style="list-style-type: none"> • Community Services Block Grant (CSBG): <p>The Community Services Block Grant (CSBG) awards funds to local community action agencies to provide a variety of essential services to low-income households at or below 125% of the federal poverty level (FPL). Local CSBG community action agencies determine how their funding will be used to best support their community’s needs. CSBG funds may be used toward allowable activities, which include employment and training activities. Commerce does not dictate what services CSBG funds support at the local level.</p> <p>In regards to employment and training activities, CSBG funds may be used to provide actual workforce development services to low income individuals, or they may be used to support the administration of workforce development services funded thru a different source. When the CSBG community action agency elects to use federal CSBG funds to provide workforce development employment and training services to individuals, those services will be required to align with the States WIOA strategies and be coordinated with local WDCsand One-Stop Delivery Systempartners. When CSBG funds are used to support the</p>
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	<p>administration of services funded through a different source, WIOA requirements will be determined by the primary funding source.</p> <ul style="list-style-type: none"> • Community Development Block Grant (CDBG): <p>The Department of Housing and Urban Development (HUD) awards Community Development Block Grant (CDBG) funds to the state of Washington both to the Department of Commerce and directly to local governments in CDBG defined entitlement areas. Commerce administers the state CDBG funding designated to rural local governments or non-entitlement areas. Commerce has no administrative role over CDBG funds awarded by HUD directly to local governments in entitlement areas. Commitments in this MOU are specific to HUD CDBG funds awarded directly to and administered by the Department of Commerce.</p> <p>Annually, non-entitlement local governments apply directly to Commerce for CDBG funds thru a competitive procurement process. These entities apply for CDBG funds based on their own locally prioritized activities, which may include employment and training. The specific activities funded by the State CDBG program are unknown until the procurement process is complete and projects have been selected. Commerce primarily awards CDBG grants for infrastructure activities, but Commerce does set aside a portion of the funds to be used specifically for CDBG public services activities, which may include employment and training activities. When a non-entitlement local government applies for and receives CDBG public services funding for an employment or training activity, that service will be required to align with the State’s WIOA strategies and be coordinated with the grantee’s local WDC(s), WIOA partners and One-Stop Delivery System system.</p>
<p><u>Career Services</u> Career services include, but are not limited to:</p>	<p>Career Services will be determined at the local level by the Commerce contractor or grantee. When applicable under WIOA, services will be coordinated with the local WDCs and One-Stop Delivery System partners. Any procurement process that awards CSBG or CDBG funding will explicitly require the grantee or contractor to provide services as an integral partner within their local One-Stop Delivery System, when providing employment services to job seekers.</p>
<p><u>Business Services</u> Business services include, but are not limited to:</p>	<p>Business Services will be determined at the local level by the Commerce contractor or grantee. When applicable, services will be coordinated with the local One-Stop Delivery System and WIOA partners. Any procurement process that awards CSBG or CDBG funding will explicitly require the grantee or contractor to provide services as an integral partner within their local One-Stop Delivery System, when providing employment services to businesses.</p>

<u>WorkSource Co-location and/or Direct Linkages</u>	When applicable, co-location and/or direct linkages will be determined at the local level between the Commerce grantee or contractor, the local WDC and their local One-Stop Delivery System partners.
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Attachment D – Matrix of One-Stop Infrastructure Costs & Additional Costs

This matrix summarizes the cost sharing required of State-Level One-Stop Service Delivery Partner Programs for the operations of a WorkSource site, including Infrastructure Costs and Additional Costs, based on 20 CFR 678.700, 20 CFR 678.760, and TEGL 17-16.

Infrastructure Costs (Non-Personnel) Actual or Proportional Cash, Non-Cash or Third-Party in-Kind Contribution	Additional Costs	
	Applicable Career Services (Personnel & Services) Actual Non-Cash Contribution	Shared Operating & Services Costs (Personnel, Operations & Services) Proportional Cash, Non-Cash or Third-Party In-Kind Contribution
a. The actual cost of square footage occupied by the State-Level Program’s staff assigned to the WorkSource site for offices, work stations, meeting rooms, and other space dedicated for only their use. b. The actual and/or proportional cost of utilities associated with staff occupancy (e.g., internet connections, phone lines, heat, lights, water and sewer, etc.). c. The proportional cost of shared or common space associated with staff occupancy (e.g., resource rooms, shared meeting rooms, computer labs, reception areas, bathrooms, lunch rooms, etc.). d. The proportionate cost of shared equipment and technology associated with staff occupancy.	The dollar valuation of a State-Level Program’s applicable career services that are provided at a WorkSource site.	The proportional costs that a State-Level Program contributes to pay for shared operating and services costs at the WorkSource site, such as: <ul style="list-style-type: none"> • Initial intake • Assessment of needs • Appraisal of basic skills • Identification of appropriate services to meet such needs • Referrals to other one-stop partners Business services • A shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center • WorkSource manager

Attachment E – State Funding Mechanism Procedures Established by the Governor

An Infrastructure Funding Agreement (IFA) must be negotiated, signed by all participants, and in effect no later than January 1, 2018. Should difficulties arise during the negotiation process, parties involved will seek resolution through the local dispute resolution process.

Note: For subsequent years the agreement must be in effect no later than July 1 of every year.

If an IFA has not been successfully negotiated by October 1, 2017, notification, in writing, must be sent to the Governor or as designated. The notification of failure to negotiate the IFA may originate with the Local Workforce Development Board (LWDB), the Chief Elected Official(s) or required partners, but all parties involved must receive copies of the signed and dated notification (electronic signatures are acceptable).

Note: For subsequent years, the deadline for notification will be April 1 of every year.

Documents accompanying the notification to the Governor or designated representative must include, at a minimum: (1) the local WIOA plan; (2) the cost allocation methodology or methodologies proposed by the partners to be used in determining the proportionate share; (3) the proposed amounts or budget to fund infrastructure costs and the amount of partner funds included; (4) the type of funds (cash, non-cash, and third-party in kind contributions available; (5) any proposed or agreed-upon one-stop center or system budget; and (6) any partially agreed-upon, proposed, or draft IFAs. The Governor or designated representative may request additional information and documentation from the parties.

Upon receipt of the notification, the Governor or designated representative will designate state-level partner agencies/an independent mediator/WTECB staff to assist with mediation or technical assistance for up to one month.

At the end of the one-month mediation/TA period, two months will remain for the required complex calculations, determinations and counsel with multiple parties regarding a state-level funding mechanism).

If, by November 1, 2017, the local IFA has not been completed and signed by all parties, the Governor or designated representative will initiate determination of infrastructure funding through the state funding mechanism, per WIOA Sec. 121 (h) and the Final Rules in 20 CFR Part 678. The specific allocations derived through this mechanism will be provided to the LWDB, the CEO, and the required partners for the LWDB prior to January 1, 2018.

Note: For each year following 2017, the one-month negotiation period will end May 1. The specific allocations derived through the state funding mechanism will be provided July 1.

The LWDB chair, CEO(s), or required partner(s) may appeal for cause in writing within 21 days of receipt of the specific terms of the state funding mechanism determination.

The appeal must be clearly labeled as such and must be addressed to the Governor or designated representative. It must identify the appellant and the basis for the appeal. The petitioner must demonstrate that the State's funding determination is inconsistent with (1) the proportionate cost-share requirements in 20 CFR 678.737, or (2) the cost-contributions limitations in 20 CFR 678.730 (c), or (3) the cost-contribution caps in

20 CFR 678.738. The appeal letter may originate with the LWDB Chair, the Chief Elected Official(s), or required partner(s), and must be signed (electronic signature is acceptable) and dated. All parties involved must receive copies of the notification.

The Governor or designated representative will acknowledge the appeal and return a determination under the designated authority of the Governor as quickly as feasible. Until the appeal process is completed, the appellant remains responsible for its contribution as originally determined in the state funding mechanism. If a partner's appeal to the state (using the process described in 20 CFR 678.750) is successful and there is a change to the partner's infrastructure cost contributions, then the MOU must be updated to reflect those changes.